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Lot 1 - Evaluations in the field of EU Structural Instruments

Subsequent Contract no. XIX/23/1455/DF/12.08.2015

Impact Evaluation of the Technical Assistance dedicated to the Management and Implementation of Structural Instruments 2007-2013

Ministry of European Funds, Romania

Final Evaluation Report

December 2015



Building a better
working world

Data control sheet

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List of abbreviations

ACSI	Authority for Coordination of Structural Instruments
CDMS	Coordination Directorate and Monitoring System (Ministry of European Funds)
CUE	Central Unit of Evaluation (Ministry of European Funds)
DG REGIO	Directorate-General for Regional and Urban Policy
DMAETCP	Directorate Management Authority for European Territorial Cooperation Programmes (Ministry of Regional Development and Public Administration)
EC	European Commission
EQ	Evaluation Question
ERDF	European Regional Development Fund
ESF	European Social Fund
EU	European Union
GD APE	General Directorate for Analysis, Programming and Evaluations (Ministry of European Funds)
GD HCP	General Directorate for Human Capital Programmes (Ministry of European Funds)
GD TA	General Directorate for Technical Assistance (Ministry of European Funds)
IE	Impact Evaluation
IB	Intermediary Body

IDP	Integrated Development Plan
ITI	Integrated Territorial Investment
KAI	Key Area of Intervention
MA	Managing Authority
MA NPRD	Management Authority for the National Programme for Rural Development (Ministry of Agriculture and Rural Development)
MARD	Ministry of Agriculture and Rural Development
MDCIP	Management Directorate of Contracts, Investment and Protocol (Ministry of European Funds)
MEF	Ministry of European Funds
MRDPA	Ministry of Regional Development and Public Administration
NAPS	National Agency of Public Servants
NDP	National Development Plan
NSRF	National Strategic Reference Framework
OP	Operational Programme
OPTA	Operational Programme Technical Assistance
PA	Priority Axis
PCIUSI	Public Communication and Information Unit on Structural Instruments (Ministry of European Funds)

PG	Project Group
PPD	Public Procurement Directorate (Ministry of European Funds)
RDA	Regional Development Agency
ROP	Regional Operational Programme
SI	Structural Instruments
SMIS	Single Management Information System
SOP HRD	Sectorial Operational Programme Human Resource Development

Executive Summary

Scope

The Ministry of European Funds is the beneficiary of the Framework Agreement for the Evaluation of Structural Instruments in Romania 2011-2015 LOT 1 - Evaluations, financed under Operational Programme Technical Assistance. Within this agreement, as Managing Authority for Operational Programme Technical Assistance 2007-2013, it has contracted EY to perform the **Impact Evaluation of the Technical Assistance dedicated to the Management and Implementation of Structural Instruments 2007-2013**.

The scope of this evaluation is to assess the impact of 95 projects¹ carried out during the 2007-2013 Programming Period funded under Priority Axis 1, Key Area of Intervention 1.1 - *Support to the management and implementation of Structural Instruments of the Operational Programme Technical Assistance*. The projects in the scope of the evaluation can be classified into three main categories taking into account their objectives and the type of activities performed:

- ▶ **Project Group 1** that focused on three domains, respectively:
 - "Technical Assistance Facility";
 - "Support for the preparation of Programming Period 2014-2020";
 - "Support for the coordination, management and implementation of Operational Programmes 2007-2013".
- ▶ **Project Group 2**, *Support for the coordination of Integrated Plans for the Development of Growth Poles*.
- ▶ **Project Group 3**, *Support for financing of salary expenditures for staff involved in the Management of Structural Funds*.

The **specific objective** of this study is to carry out the Impact Evaluation of these three groups of projects according to the revised Evaluation Plan of the Operational Programme Technical Assistance 2007/2013, approved by the Programme Monitoring Committee in October 2014.

Methodology

The impact evaluation was performed according to the methodology described in the Inception Report, as amended following the suggestions of the representatives of the Evaluation Steering Committee and it was comprised of two main activities: (1) Reconstructing the Theory of Change underlying the Interventions and (2) Interrogating the Theory of Change thus answering to the 5 Evaluation Questions included in the ToR.

The reconstruction of the Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context (Weiss C. , 1995). This means mapping out or "filling in" what has been described as the

¹ The projects which are not in scope they are either covered by another Impact Evaluation or are cancelled/suspended.

"missing middle" between what a program or a certain policy does (its activities or interventions) and how these lead to desired goals being achieved.

Thus, Evaluation Team reconstructed the Theory of Change behind the logic of the Intervention of the Key Area of Intervention 1.1 by identifying: **the problem(s)** that Key Area of Intervention 1.1 was supposed to solve, its **final aim**, the **eligible activities**, the **expected impacts** in the short and the medium term as well as the **contextual factors** that may have affected the implementation of the Key Area of Intervention 1.1.

The reconstructed Theory of Change has been tested by answering to the five Evaluation Questions, as defined in the Terms of Reference: (1) What is the progress with respect to the objectives of the Key Area of Intervention 1.1? (2) To what extent the achieved progress are due to Key Area of Intervention 1.1? (3) Are there are other (unexpected) effects, positive or negative, stemming from the implementation of the Key Area of Intervention 1.1? (4) To what extent the achieved progresses are sustainable in the long term? (5) What mechanisms have been implemented or are necessary to facilitate the effectiveness and the sustainability?

Results

The Theory of change behind the Key Area of Intervention 1.1

Starting from the official documents (e.g. the last updated version of the Operational Programme Technical Assistance 2007-2013) the problems that Key Area of Intervention 1.1 was supposed to solve were identified. The first was related to the **significant number of newly employed** within the system for managing Structural Instruments, lacking experience and knowledge necessary for carrying out their jobs. The **lack of experience** was not homogenous among Managing Authorities and Intermediary Bodies and it was higher in the area of financial management and control. Other problems that emerged from the context analysis were the **large deficit of knowledge** in the practicalities of implementing the Structural Instruments and the **weak and heterogeneous capacity** for the management of the EU Structural Instruments, especially at regional and local level. All this issues, together with the **high turnover** among civil servants and the **high degree of complexity** concerning the Structural Instruments implementation system could have caused infringements during the implementation of the Operational Programme Technical Assistance as well as a **low absorption** of the European Structural and Cohesion Funds.

Based on these weaknesses and threats the final aim of Key Area of Intervention 1.1 was **to ensure efficiency and effectiveness of the process of programming, monitoring, financial management, control and internal audit of the Structural Instruments.**

In order to realize this aim, the following activities have been defined as eligible under the Key Area of Intervention 1.1: reviews of general procedures; development of common standards and guidelines; elaboration and distribution of reports of activities and guidelines with best practices; support for analyses and studies concerning the effectiveness and efficiency of the systems and the impact of Structural Instruments; financing salaries for the staff working in the public structures involved in coordination, management and control of Structural Instruments; extensive support to the process of preparation for the future Structural Instruments interventions; support for the events and activities connected to exchange of experiences and information at national and European level.

All these activities were supposed to produce some positive impacts expected by the end of the implementation period.

First of all, providing Technical Assistance to all the major functions of the Structural Instruments System was expected to produce an improvement of the homogeneity of the

implementation of the Structural instruments. Technical Assistance was focused on ensuring common standards, tools and information necessary for effective management and implementation of the Structural Instruments.

Furthermore, in order to ensure efficiency of procedures, and thereby enhance efficiency of the management, monitoring and control processes as well as a proper preparation for the future Structural Instruments interventions, the use of expert assistance was considered as essential. It was also planned to use expert support to clarify and interpret procedural rules in case of doubt, and adjust them according to the European Commission recommendations.

Concerning the support for the salary expenditure, the expected effect was an improvement of staff performance and motivation: a motivated and stable personnel working on the coordination, management and control was a pre-condition for an efficient and effective implementation of the Structural Instruments.

The Key Area of Intervention 1.1 supported also the exchange of experience in order to enhance cooperation among actors, exchange of information, multiply the positive contribution of Structural Instruments (through various OPs), as well as to identify future actions and to improve performance during all the phases of the programme implementation.

In order to achieve all these expected effects, it is important to consider the context within which Key Area of Intervention 1.1 operated. The idea is that some contextual factors may have had hampered or facilitated the effectiveness of the planned activities.

Firstly, all interventions cannot be effective without the legitimacy of the coordination of Structural Instruments provided by the main powers of the state and recognised by the central and regional administration.

Secondly, the decision to finance the 75% bonus for staff with functions related to Structural Instruments implementation is a useful instrument to increase motivation of staff and to keep the absorption of the European funds at optimum levels. Nevertheless, the bonus may lead to decreasing the motivation of staffs outside the system, which are not eligible for receiving the bonus, while arguably having their own direct or indirect contribution to smooth Structural Instruments absorption.

Additionally, progress can also be hampered by the reduced capacity of main OPTA Beneficiaries in preparing the contracts of public procurement. This can be related to the insufficient number of staff allocated to this staff as well as to complicated procedures at national level which can lead to a discouragement in conducting technical assistance types of expenses.

Furthermore, frequent institutional changes can lead to incoherent and discontinuous public policies, difficulties in consolidating and maintaining the capacity of some institutions in developing and applying the technical competences gained by the civil servants. This is also valid if we consider the quality of the legislative framework: legislative inflation, which generates instability and lack of predictability, correlated with an increased frequency of legislative events (modifications, republications, and additions), the existence of parallelisms, contradictions, legal vacuum and/or obsolete legal norms can hamper the effectiveness of a public intervention.

Lastly, as emerged from the literature, the insufficient quality of Technical Assistance suppliers, a weak complementarity between the Key Area of Intervention 1.1. activities and other interventions (e.g. training) deliverables directly affects the efficiency of the Technical Assistance operations (EIB, 2014; IMF,2014).

Based on the above findings, the Evaluation team reconstructed the logical cause-and-effect relations between activities envisaged within the programming documents and the expected

impacts retrieved from the literature, taking also into consideration the factors which may affect the implementation.

Interrogating the theory of change

During the overall duration of the project, two focus groups have been organized, involving representatives of the Managing Authority of the Operation Programme Technical Assistance, the Evaluation Central Unit within the Ministry of European Funds and representatives of Beneficiaries. Furthermore the Evaluation Team has in depth analyzed a (representative) sample of projects² and used an online survey to collect direct information from representatives of a larger number of the institution that received support from the Key Area of Intervention 1.1.

All the information collected from primary sources of information have been combined with secondary sources such as programming and implementation documents at program level; relevant documents at project level (e.g. financing request, progress reports, etc.); evaluation reports and studies produced within the programming period 2007-2013; a literature review of studies on the impacts of Technical Assistance Facilities.

From the analysis, it emerged that during the period 2007 - 2013 an **important progress in reducing** and then maintaining **the turnover rate** at an acceptable level was registered at the level of Managing Authorities and Intermediary Bodies. However the progress is less evident at the level of the regional Intermediary Bodies.

Concerning the administrative capacity, considering the same period, a **progress in the level of basic skills** is observable, however the development of advanced skills is still needed in specific areas (e.g. public procurement, project management, strategic planning, time management, legislation as well as for team building, communication and negotiation).

A **modest progress** has been registered regarding **the development of tools** and the timely identification of bottlenecks. This is probably due to the frequent institutional and legislative changes and to the fact that many of the tools developed are still not properly used having a limited reliability and effectiveness.

The contribution of projects funded under Key Area of Intervention 1.1 is demonstrated by the results of the Survey and the interviews performed during the implementation of the Case Studies: the above mentioned progresses are mainly due to the Key Area of Intervention 1.1 and this is true for the 80% of the stakeholders involved in this evaluation.

In particular, the majority of the beneficiary institutions perceived that the implemented projects contributed to the **reduced staff turnover**. This result probably reflects the allocation of the funds (i.e. around the 80% of budget of the projects under evaluation were used to support the salary expenditure - project group 3). Thus, monetary incentives, given to civil servants, that were paid using the contribution from the European Regional Development Funds allowed also an **increase of motivation and performance of staff** in charge of the management and implementation of Structural Instruments. However the sustainability of these effects is strictly related to the availability of funding in the future.

If we consider separately the projects of groups 1 and 2, the most important perceived contribution of the Key Area of Intervention 1.1 is related to the **on time mobilization of resources for the implementation of the new programming period** together with an **increased**

² 19 projects covering the 63% of the total budget allocated to the 95 projects in the scope of the evaluation.

knowledge of staff in the practicalities of implementing the Structural Instruments and an **increased capacity** for the management of the Structural Instruments. These effects are mainly related to the tools (guidelines, manuals , etc...) obtained under the Technical Assistance projects, the support received from external experts and the exchange of experiences supported by the Operational Programme Technical Assistance. **However the effects** of these projects aiming to complement capacity in beneficiary institutions **were limited** by different contextual factors. There was agreement between respondents that the effects of Technical Assistance support were reduced by: the weak quality of the supply of Technical Assistance in the market; a not sufficient internal administrative capacity for conducting public procurement; poor connections between the Technical Assistance activities and other interventions such as training; the low number of staff dedicated to the management and implementation of Structural Instruments; continuous changes in the legislative and institutional frameworks.

Conclusions

Considering the programming period 2007 - 2013 an important improvement in terms of basic skills and knowledge has been achieved within the institutions involved in the management and implementation of Structural Instruments. This progress is more evident at central level than local/regional level. However, the development of advanced skills is still needed in specific areas (e.g. public procurement, project management, strategic planning, time management, legislation as well as for team building, communication and negotiation).

During the same period an improvement of the administrative capacity and of motivation of staff involved in the management and implementation of Structural Instrument also emerged. This improvement is demonstrated by a reduced staff turnover assured by financial incentives for staff with functions related to Structural Instruments.

The flexibility of OPTA in accommodating newly identified beneficiaries and new eligible activities contributed to the effectiveness of the KAI 1.1 (by increasing staff motivation and stability and improving knowledge and capacity of local authorities in charge of the management and implementation of SI).

Projects funded under Key Area of Intervention 1.1 were mainly effective in increasing the stability and motivation of staff involved in managing and implementing Structural Instruments. This effect is mainly due to the funds allocated for supporting the salary expenditure (i.e. around the 80% of the total budget allocated to the projects under evaluation).

Projects aimed at increasing capacity in beneficiary institutions (i.e. experts contracted) and at strengthening it (i.e. through exchange of experience) had a limited effectiveness due to: contextual factors, limited budget allocated, and weak need analysis at project level.

Projects aimed at producing supporting tools (i.e. manual, guidelines) had a limited effectiveness because of their lower take up.

Support for the coordination of Integrated Plans for the development of Growth Poles was effective and contributed to an improvement of the capacity of local authorities. However progresses are still needed.

Finally, the administrative absorption capacity of European Structural and Cohesion funds is still insufficient in Romania and this is mainly due to the fact that the overall context is still characterized by a complex implementation system with: high administrative burden, heterogeneous capacity in managing Structural Instruments, rigid and complicated procedures and different interpretation of the procedures (e.g. public procurement) between MAs, IBs and the auditors.

Therefore, the risk of a not efficient effective use of Structural Instrument still remains for the incoming programming period and the use of TA can reduce this risk.

Recommendations

In order to increase the effectiveness of the Technical Assistance, it might be important that the Managing Authority of the Operational Programme Technical Assistance performs a need analysis in collaboration with the potential beneficiaries of the programme. The result of this analysis can assure a higher coherence between the logic of intervention at programme level and the logic of implementation at project level.

This need analysis should also focus on possible gaps of competencies within central and local institutions involved in managing and implementing Structural Instruments. With this regards, the Operational Programme Technical Assistance can support some pilot projects for the introduction of a competency framework at the level of MAs, IBs, AA, CPA (e.g. an example have been developed by the Directorate General Regional Policy of the European Commission).

The need analysis and the map of possible gaps of competencies can be used to identify the activities for which the use of external experts is still required. However new selection criteria for Technical Assistance suppliers should be defined and they should be based more on the quality than on price of the service. The identification on new selection criteria can be done based on international best practices.

A periodic update of the need analysis in collaboration with the beneficiaries of the Operational Programme Technical Assistance will be necessary for the identification of possible uncovered needs due to changes in the context.

The use (and updating) of outputs produced under the Technical Assistance should be monitored in order to promote and increase their effectiveness.

Tools produced under the Technical Assistance projects should be available (e.g. on line) for all relevant stakeholders and specific dissemination events should be organized to emphasize the positive effects of the Technical Assistance facilities.

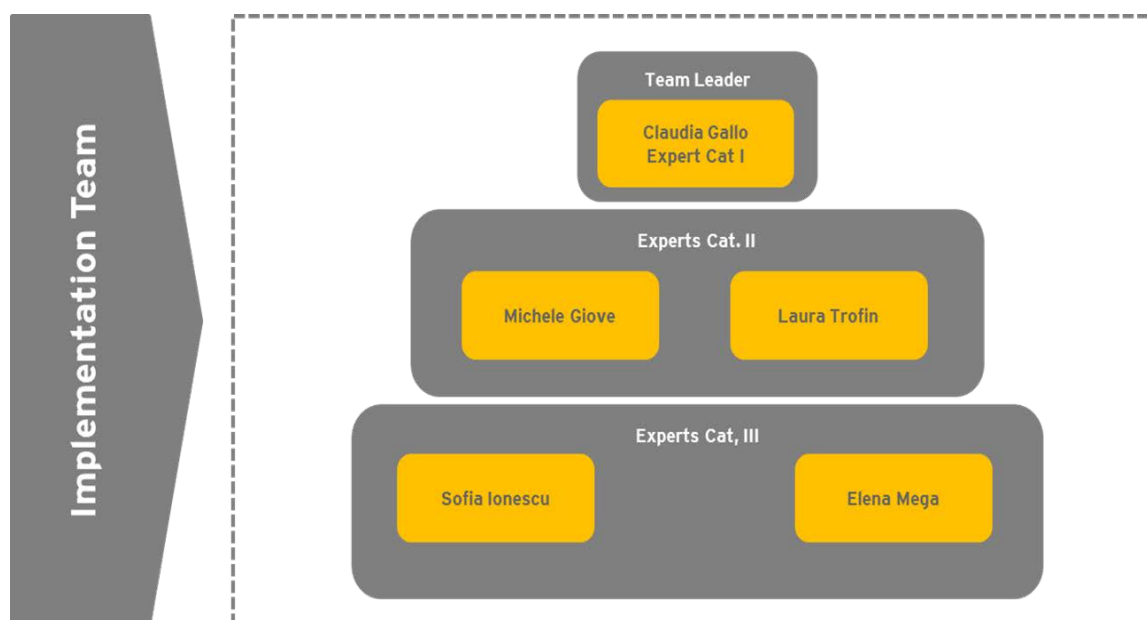
The support of salary expenditures should also continue during the next programming period in order to sustain the reduced staff turnover and the higher stability of the system. However, in addition, it might be useful to promote a more effective performance measurement system for staff involved in coordinating, managing and controlling Structural Instruments. This might increase their performance and the capacity. Thus, the Operational Programme Technical Assistance can support some pilot projects for the introduction of the performance system developed by World Bank in some of the institution involved in the management and implementation of Structural Instruments.

1. Context of the Impact Evaluation

1.1 General overview

1. The Ministry of European Funds (MEF) is the beneficiary of the Framework Agreement for the Evaluation of Structural Instruments in Romania 2011-2015, LOT 1 - Evaluations, financed under Operational Programme Technical Assistance (OPTA) 2007-2013. Within this agreement the MEF, as the Managing Authority (MA) for OPTA has contracted EY to perform the **Impact Evaluation of the Technical Assistance dedicated to the Management and Implementation of Structural Instruments 2007-2013**.
2. The total value of the contract is 387.952,50 RON without VAT, respectively 481.061,10 RON with VAT, out of which 93.108,60 RON represents VAT. The duration of the contract is 4 months, starting with 12.08.2015 and ending no later than 30.11.2015. During the kick-off meeting it was decided together with the Beneficiary to have the project implemented in 4 months instead of 6 months due to the conditions of closing the programming period.
3. The implementation team combines experts with relevant experience in the evaluation of policies and programmes financed from EU funds:

Figure 1: Implementation team



1.1.1 Scope and objective of the impact evaluation

4. The **scope** of the project is to assess the impact of 95 projects, out of the 112 projects carried out during the 2007-2013 Programming Period³, funded under Priority Axis 1, Key

³ The projects which are not in scope they are either covered by another Impact Evaluation or are cancelled/suspended.

Area of Intervention (KAI) 1.1 "Support to the management and implementation of Structural Instruments of the OPTA" (see Annex 1 for further details).

5. The **general objective** of the project, according to the contract is to:

- ▶ To acquire new knowledge on the impact of interventions financed under OPTA 2007-2013 and to contribute to decisions based on evidence
- ▶ To analyze what were the effects of the interventions financed through OPTA 2007-2013 and to estimate the expected impact, measured on the basis of indicators established according to each type of support
- ▶ To make proposals on the adequacy of the methodologies used and the databases necessary for future evaluations of these types of interventions.

6. The **specific objective** of the project is to carry out the Impact Evaluation for KAI 1.1 according to the revised Evaluation Plan of the OPTA, as approved by the Programme Monitoring Committee in October 2014.

7. In order to achieve this objective, this Impact Evaluation provides answers to the following Evaluation Questions (EQ), as defined in the Terms of Reference:

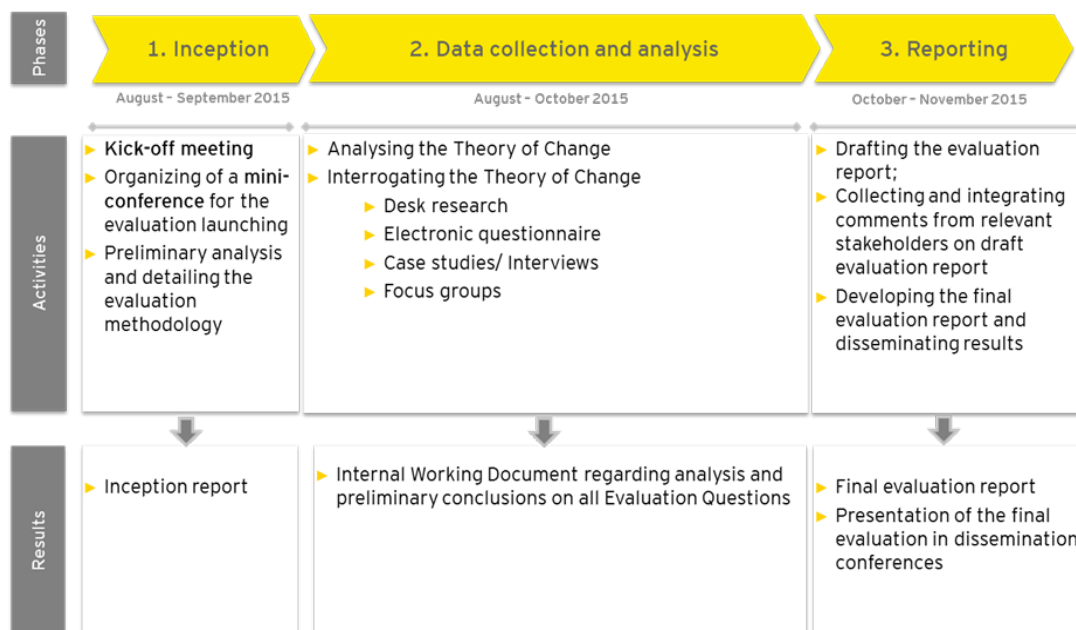
- ▶ **EQ 1:** What is the progress with respect to the objectives of the KAI 1.1?
- ▶ **EQ 2:** To what extent the achieved progress are due to KAI 1.1?
- ▶ **EQ 3:** Are there are other (unexpected) effects, positive or negative, stemming from the implementation of the KAI 1.1?
- ▶ **EQ 4:** To what extent the achieved progresses are sustainable in the long term?
- ▶ **EQ 5:** What mechanisms have been implemented or are necessary to facilitate the effectiveness and the sustainability?

1.1.2 Progress in relation to proposed methodology and expected deliverables

8. The progress of the IE in relation to the suggested methodology and expected deliverables as indicated in the Terms of Reference is detailed in the final progress report of the contract.

9. The graphic bellow summarizes the main activities and deliverables of the three methodological phases which have been followed to conduct the IE:

Figure 2: Main phases of the Impact Evaluation



10. The Final Report Impact Evaluation of the Technical Assistance dedicated to the Management and Implementation of Structural Instruments 2007-2013 represents the main deliverable of the contract, and will be accompanied by an electronic database which will contain the information collected during the implementation period from primary and secondary sources.

1.1.3 Report structure

11. The report starts with the Executive Summary, presenting in a concise manner the evaluation scope and methodology, the key findings of the analysis, the conclusions and the recommendations for strengthening the efficiency and effectiveness of the administrative capacity of the authorities and Beneficiaries.
12. Chapter 1 is the **Introduction**, consisting of the background and context information, the objective and scoping of the evaluation,
13. Chapter 2 contains a synthetic presentation of the OPTA 2007-2013 and of KAI 1.1 that is the object of this impact evaluation.
14. Chapter 3 presents the **Theory of Change underlying the Intervention**, reconstructed by the Evaluation Team in the Inception Phase of the project.
15. Chapter 4 comprises the progress in relation to the *efficiency and effectiveness of the process of programming, monitoring, financial management, control and internal audit of the Structural Instruments* (EQ1).
16. Chapter 5 identifies Expected and unexpected effects of KAI 1.1 attributable to the implemented projects under KAI 1.1 (EQ 2 and EQ 3).
17. Chapter 6 evaluates the **Sustainability of the achieved progress**, taking into consideration the new framework of the programming period 2014-2020 (EQ 4).

18. Chapter 7 investigates the **Implementation mechanisms**, both at the level of Managing Authority (i.e. selection of projects) and at the level of Beneficiaries (i.e. implementation of projects) (**EQ 5**).
19. Chapter 8 presents the **synthesis of the results from the case studies**.
20. Chapter 9 reiterates the **Conclusions and Recommendations** of the IE.
21. Chapter 9 **Annexes** contains all the supporting documents and additional information used in the report.

1.2 Methodological limitations

22. The main challenges of this IE were related to timeline: the starting date was settled before the completion of the intervention (minimising potential effects),
23. At the time of this IE, most projects are still under implementations. Since the impact of TA may make itself visible only after a period of time from its completion, it is expected that the final results to be an underestimation of the overall impacts of all projects under assessment. This limitation was taken into consideration and mentioned when assessing the gross and net effect of the interventions.
24. The methodology developed for interrogating the Theory of Change of the OPTA 2007-2013 relied on project-level analysis, where data was neither always available nor complete, as projects were still under implementation at the moment of the current IE. In this regard, the Evaluation team maintained a close dialogue and intensive cooperation with the Beneficiary of the IE, in order to identify the best possible solutions for gathering the necessary data.
25. Being an impact evaluation, the Evaluation team had a limited possibility to gather historical data for the baseline and progress of the intervention, the analysis relying only on secondary data - previous available documents. In order to mitigate this challenge, the Evaluation team identified along with the stakeholders the most reliable and extensive sources of information.
26. As presented above, the IE was conducted within 4 months, which triggered challenges in terms of involving all stakeholders in the evaluation process (i.e. setting and organising two focus group, interview/case studies and deploying the online survey in less than a month), but also in terms of conducting further analysis for the less conclusive information (i.e. setting additional interviews was not possible, considering the time constraints).
27. However, as can be noticed from the participants list to the events, all relevant institutions were involved in an online survey and in interviews

1.3 Recommendations for future Impact Evaluations

28. Based on the experience gather during the implementation of the IE, some improvements were identified in order to adjust the methodological approach for future similar projects. At the same time, the necessary information / data bases are mentioned below.
29. As a general rule, Impact Evaluations should be scheduled as late as necessary to give time for the expected results to appear and as early as possible to allow their findings to feed

into the policy process (EC, 2015). Achieving this balance is a challenge - the planning has to be realistic and consider the nature of the interventions to be evaluated.

30. In this regard, we would recommend the OPTA MA to carry out impact evaluations at different points in time: beginning of the interventions (in order to establish the baseline), middle of the intervention (in order to correct potential deviations from the objective) and at the end of the intervention (in order to identify the achieved progress in relation to the objective).

31. Moreover, the duration of the evaluation should allow the proper implementation of all data collection tools and should be established in accordance with the envisaged methodologies.

32. Two broad categories of impact evaluations are widely recognised, respectively Theory-Based and Counterfactual.

33. This IE used the Theory-Based approach, following each step of the intervention logic, identifying causal links and mechanisms of change, and answering the questions why and how an intervention works.

34. This approach mainly produces a qualitative estimate of the impacts. It is based on approaches such as process tracing, contribution analysis, general elimination method and includes methods such as literature review, text analysis, interviews, surveys, focus groups and case studies (EC, 2015).

35. Future evaluations could also consider the counterfactual approach, which uses control or comparison groups and answers in a more accurate way the questions how much of the change is due to the intervention and for who.

36. However, it should be considered that, for Counterfactual evaluations, the following prerequisites should be ensured at the beginning of the intervention: credible control or comparison group; a large enough number of participants for statistical significance; good data on supported and non-supported participants to compare results. These conditions can be met with an appropriate planning from the outset, hence the importance of a good evaluation plan.

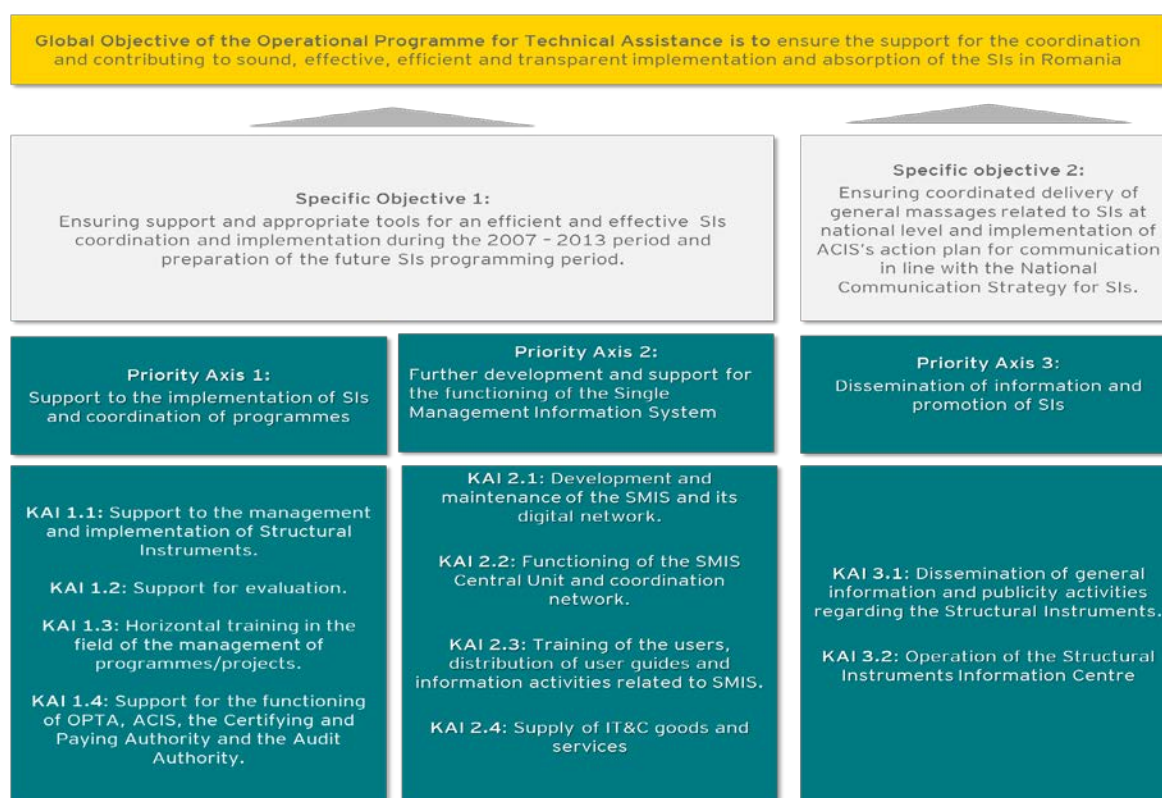
37. Whatever the methodological approach is selected, evaluations capturing the impacts of TA interventions will require historical data at level of beneficiary institution. For this purpose, the OPTA MA should establish, at the beginning of the programming period, a system to record and store in computerised form data on beneficiary institution.

38. Further data on the physical progress of projects (i.e. implemented activities and achieved indicators), potential problems encountered or perceived effects of the intervention can be retrieved from primary sources (e.g. interviews with Beneficiaries, focus groups with relevant stakeholders) and secondary sources (e.g. progress reports of the OP and of the project). In this regard, a close cooperation is needed between the Evaluation team, OPTA MA and Beneficiaries of the interventions.

2. The Operational Programme Technical Assistance 2007 - 2013

39. The Operational Programme Technical Assistance OPTA is one of the seven operational programmes financed under the "Convergence" Objective during the programming period of 2007-2013.
40. The general objective of the OPTA 2007-2013 is to ensure the necessary support for the coordination process and to contribute to the implementation and effective, efficient and transparent absorption of Structural Instruments in Romania.
41. In order to achieve the general objective, two specific objectives were envisaged:
- ▶ **Specific Objective 1:** Ensuring support and appropriate tools for an efficient and effective coordination and implementation of the Structural Instruments during the 2007-2013 period and preparation of the future programming period.
 - ▶ **Specific Objective 2:** Ensuring coordinated delivery of general messages related to Structural Instruments at national level and implementation of ACIS's action plan for communication in line with the National Communication Strategy for Structural Instruments.
42. The above mentioned objectives are implemented by means of three Priority Axes, further broken down into Key Areas of Intervention, as presented in the Figure below.

Figure 3: General description of OPTA - Objectives, Axes, and Key Areas of Intervention



2.1 KAI 1.1 - Support to the management and implementation of Structural Instruments

43. The main objective of this Key Area of Intervention is to ensure efficiency and effectiveness of the process of programming, monitoring, financial management, control and internal audit of the Structural Instruments (MEF, OP TA, Revised Version, 2014).
44. With regards to KAI 1.1, which makes the focus of our evaluation, the following additional information is provided within the programming document:

Box 1: Description of the KAI 1.1

The interventions under this key area of intervention will focus on ensuring the common standards, tools and information necessary for effective management and implementation of the Structural Instruments. The aim is to provide assistance for carrying out the major functions of the Structural Instruments system: financial management, monitoring, programming, control and internal audit. Special attention will be paid to horizontal issues, such as public procurement and state aid, in order to provide the framework for ensuring full compliance with the EU and national rules in these fields.

In order to ensure efficiency of procedures, and thereby enhance efficiency of the management, monitoring and control processes as well as a proper preparation for the future Structural Instruments interventions, the use of expert assistance will be essential. Expert support will also be needed to clarify and interpret procedural rules in case of doubt, and adjust them according to the European Commission recommendations, and needs of each OP, as well as for the preparation for the future Structural Instruments interventions.

Technical assistance will be supplied in order to better assess available information (choice of indicators, sources, updates, etc.), to detect the gap of information to be filled and define adequate indicators - that, for any reasons, were not adequately exploited by statistical information - in strategic sectors.

The key area of intervention will support the completion of surveys (either ad hoc or other type) with a view to obtain better information with a view to improve Structural Instruments management and implementation. The elaboration of various studies in connection to the programming or implementation at the level of all OPs (NSRF) and NDP will also be supported.

Also these interventions will support the exchange of experience and multiplication of management methods with a view to an effective and efficient implementation of Structural Instruments, via regular meetings and workshops. Activities enhancing cooperation among actors and exchange of information, as well as publication of best practices brochures and guidelines are essential for multiplying the positive aspects of the implementation.

Organisation of meetings and events dealing with key thematic issues (such as: sustainable development, equal opportunities, information society, SMEs development etc.) is envisaged in order to highlight the positive contribution of Structural Instruments (through various OPs), as well as to identify future actions to improve performance in these areas.

Source (MEF, OP TA, Revised Version, 2014)

42. In order to better understand the impacts of the KAI 1.1 it is important to include in the analysis some amendments that have been done at programme level.

43. In particular, in the context of the financial and economic crisis, and also of the budgetary constraints, the OPTA was revised in order to accommodate two new financing opportunities:

- ▶ The first adjustment was suggested by the EC and it was aimed at adding the National Growth Pole coordinators as potential beneficiaries under KAI 1.1. The resources provided are meant to cover minimal expenditure involved by the coordination activity within Growth Poles.
- ▶ The second adjustment, adopted in the second semester of 2009, as agreed by EC representatives, focused on the financing of the additional 75% staff bonus for the human resources involved in the management and coordination of Structural Instruments.

44. The following two boxes present the justification of the two amendments.

Box 2: Inclusion of the National Growth Pole among the potential beneficiaries of the KAI 1.1

The last decades of European development suggest that economic, social and environmental issues in degraded urban areas can be efficiently addressed by adopting an integrated approach. Consequently, in 2007, Romania selected - by Government Decision (GD) N° 998/2007 - seven urban development and growth poles, which would have priority for investments through EU and national funds: Braşov, Cluj-Napoca, Constanţa, Craiova, Iaşi, Ploieşti and Timişoara.

The concentration of population, companies and infrastructure is the rationale for channelling investments for physical regeneration and improvement of the business climate, environment and social services in urban areas, providing them with support in carrying out their urban functions. In the case of Growth Poles, the authorities are preparing an Integrated Development Plan (IDP), which is implemented through a series of individual projects aiming to ensure sustainable development.

The projects in the IDP are partially financed through the ROP, PA 1 and KAI 1.1. In addition, the Government has decided to coordinate ROP interventions with the other OPs, in order to allow full development synergy. Such coordination could not have been provided only by the MA/IBs within ROP, thus requiring horizontal support at NSRF level. Therefore, the Government has appointed Growth Pole coordinators, each backed by a small team, to ensure the functioning and management of the integrated approach on growth poles. Poles coordinators work closely with the respective Regional Development Agency (RDA). It was decided to support the activity of Growth Pole coordinators through OPTA, by adjusting the scope of KAI 1.1.

Source: MEF, Annual Implementation Report for 2009, p. 28

Box 3: Financing staff salaries under KAI 1.1

A motivated and stable personnel working on the coordination, management and control is a key factor for an efficient and effective implementation of the Structural Instruments. To this purpose, a unitary performance appraisal system is required together with a common recruitment process. This will converge in an appropriate unitary salary system. The OPTA will contribute to these objectives through the financing of the salaries for the staff in the public structures involved in the coordination, management and control of Structural Instruments. The intervention will be based on a performance oriented appraisal system implemented under the coordination of the Ministry of European Funds.

Source: MEF, Operational Programme Technical Assistance, Revised Version, 2014, p. 40

2.1.1 Distribution of funding

TYPES OF PROJECTS

45. The projects financed under KAI 1.1 have been classified into **three main categories** taking into account the objectives of the projects and the type of activities performed.

- ▶ **Project Group 1** encompasses the technical assistance activities and it focus on three domains, respectively:
 - "Technical Assistance Facility" structured as a framework agreement containing multiple subsequent contracts, set to cover the urgent and justified needs occurring in the implementation process of Structural Instruments, to support the exchange of experiences and good practice at system level, to support present and potential beneficiaries in the elaboration and/ or revision of project or tendering documentation, and to support the overall improvement of the functioning of the system through a series of analyses and studies that provide recommendations and common directions for different Operational Programmes;
 - "Support for the preparation of Programming Period 2014-2020", sought to support institutions and staff involved in the management and coordination of Structural Instruments in the preparing for the next Programming Period through a number of relevant activities, such as: assistance in the elaboration of analyses, studies and methodologies on relevant themes, support in increasing the strategic programming capacity of institutions and the elaboration of events concerning relevant thematic aspects, among others;
 - "Support for the coordination, management and implementation of OP 2007-2013", sought to support Operational Programmes through a number of projects and activities, such as: ensuring personnel for activities supporting the management of Structural Instruments, developing the capacity of public institutions in the formulation of policies relevant to the programming and implementation of Structural Instruments, improving the management capacity for projects financed from Structural Instruments on issues of public procurement and state aid, supporting the organization of relevant thematic events, ensuring experts in support of authorities in the management system for Structural Instruments and creating better monitoring and control mechanisms among others.
- ▶ **Project Group 2**, "Support for the coordination of Integrated Plans for the Development of Growth Poles", encompasses projects supporting the operations of the 6 Growth Poles established for Romania. These projects have been aimed at remunerating the salaries of the Growth Pole coordinators and their supporting staff and at covering expenses related to travels relevant to their activity, and at the rental of spaces and provision of proper logistic conditions for the activities of the pole coordinator and supporting staff. Furthermore, other activities covered under this Project Group include: elaborating periodic or ad-hoc reports regarding the implementation status of projects related to the Integrated Development Plan of the Growth Poles, employing short-term technical assistance in support of the activities of the pole coordinator especially with regards to the Integrated Development Plan

and other related projects, organizing conferences/ working reunions/ thematic events related to the activity of the pole coordinator and supporting staff and ensuring their participation at other reunions related to their activity, and conducting educational programs and professional trainings for the pole coordinator and supporting staff.

- ▶ **Project Group 3**, "Support for financing of salary expenditures for staff involved in the Management of Structural Funds", sought to support the remuneration and motivation system for personnel in public structures with attributions in the management of structural instruments.

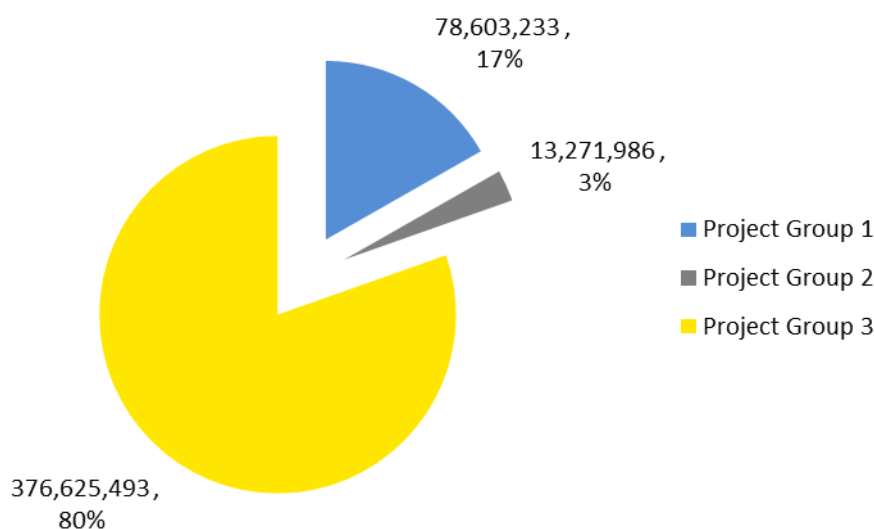
46. The table below presents the distribution of the 95 projects into the three categories mentioned above.

Table 1: Distribution of evaluated projects by Project Groups

PG	Project Group	Number of Projects
1	Technical Assistance	18
2	Support for the coordination of Integrated Plans for the development of Growth Poles	6
3	Support for financing salary expenditures for staff involved in the management of Structural Instruments	71
Total		95

47. At the same time, the financial data provided for each project has been used to compute the distribution of EU funding per Project Group.

Figure 4: Distribution of financial allocation by Project Group (RON)



Source: OPTA website (November 2015)

48. As can be noticed in the Figure above, the highest allocation was granted to PG3 - "Support for financing of salary expenditures for staff involved in the Management of Structural Funds", which counts for approximately 80% of the total allocation.

2.1.2 Beneficiaries of the KAI 1.1

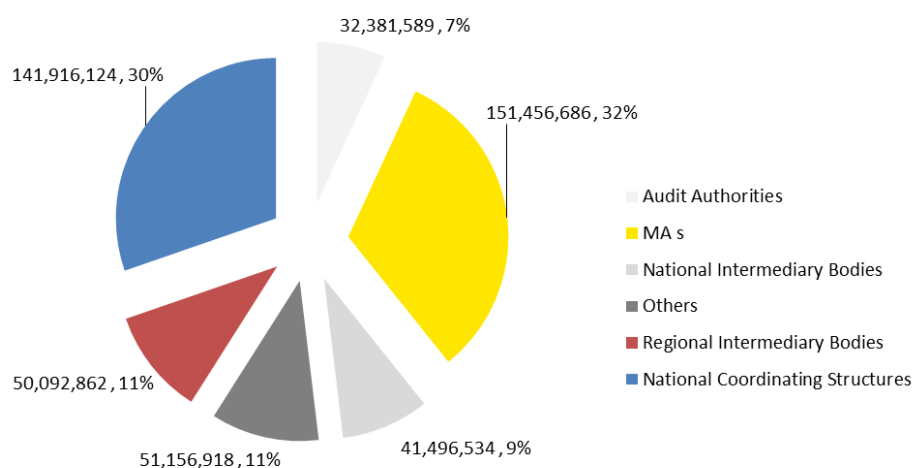
49. The list of beneficiaries eligible to apply for financing under KAI 1.1 is provided in the Framework Implementation Document (2015): Authority for the Coordination of Structural Instruments (ACIS); Departments within the ACIS; Central Evaluation Unit within the ACIS; Certifying and Payment Authority; Audit Authority; Management authorities; Intermediary Bodies; Regional Development Agencies, with the exception of projects concerning the "support for the partial financing of salary expenditures for personnel involved in the coordination, management and control Structural and Cohesion Funds"; Public institutions involved in the coordination, management and control of Structural and Cohesion Funds (only for projects concerning the "support for the partial financing of salary expenditures for personnel involved in the coordination, management and control Structural and Cohesion Funds"); National Authority for the Regulation and Monitoring of Public Procurement; Anti-fraud Department; National Agency for Cadaster and Real-estate Advertising; Government General Secretariat.

50. For the purpose of the present impact evaluation, the Beneficiaries of the KAI 1,1 have been grouped as follows:

- ▶ National coordination structures for SI within MEF
- ▶ Managing Authorities
- ▶ National Intermediary Bodies
- ▶ Regional Intermediary Bodies
- ▶ Audit Authority
- ▶ Others.

51. The distribution of financial allocation (ERDF contribution) per each of these six types of beneficiaries can be consulted below:

Figure 5: Distribution of financial allocation by Project Group



Source: OPTA website (November 2015)

3. Theory of Change underlying the intervention

3.1 Description of the methodology and main findings

52. Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context (Weiss C. , 1995). It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a program or a certain policy does (its activities or interventions) and how these lead to desired goals being achieved.
53. Although developing the logic of intervention in the ex-ante phase of the programming is considered most beneficial for predicting relationships, developing it at the end of the programme's implementation helps to investigate to what extent the assumptions underlying the initial ToC have become true or false. The ToC is to be used to better understand the dynamics and how to interact within this context. Secondly it is meant to enhance mutual understanding about the context at the beginning of the programming period and the current one.
54. Starting from this definition, the Evaluation team has defined the theory of change behind the logic of the intervention of the KAI 1.1 throughout the following steps:

Step 1. Identifying the problem(s) that KAI 1.1 was supposed to solve

55. This step has been performed by searching in all available official documents statements that indicate why it was believed necessary to have a specific support to the implementation of Structural Instruments and coordination of programmes. The focus has been the strategy as described in the fourth revised version of the OP TA (MEF, OP TA, Revised Version, 2014, pp. 34-35). In particular a set of weaknesses and threats with their corresponding needs have been identified, and presented in Table 2.

Table 2: Identification of problems (MEF, OP TA, Revised Version, 2014)

Weaknesses & Threats	Needs
Significant number of newly employed within the system for managing Structural Instruments, lacking experience and knowledge necessary for carrying out their jobs	Share of experiences and information
Lack of experience among most of the MAs and IBs in the area of financial management and control	Support to the implementation of Structural Instruments (financial management and control) and exchange of experience.
Large deficit of knowledge in the practicalities of implementing the Structural Instruments	Tools and information towards MAs, IBs and potential beneficiaries and timely identification of bottlenecks
Weak and heterogeneous capacity for the management of the EU Structural Instruments, especially at regional and local level	Support to coordination function, horizontal support to all institutions
High degree of complexity concerning the Structural Instruments implementation system	Development of standardized procedures
Staff turnover	Employment of contractual staff for specific positions difficult to be filled in with civil servants

Weaknesses & Threats	Needs
Low absorption	Horizontal support to financial management, monitoring and control
Infringements during the implementation	Support for coherent guidelines and manuals, support to financial control and audit

Step 2. Identifying the final aim of KAI 1.1

56. The focus of the second step has been the long-term vision of the KAI 1.1, its final aim that is likely related to:

- ▶ Needs identified during the previous step
- ▶ A timescale that lies beyond the timeframe of the OP TA.

57. Based on the official documents (MEF, OP TA, Revised Version, 2014) the final aim of KAI 1.1 is **to ensure efficiency and effectiveness of the process of programming, monitoring, financial management, control and internal audit of the Structural Instruments.**

Step 3. Identifying the envisaged activities

58. In order to address the above needs, the following indicative operations were envisaged in the programming documents (MEF, OP TA, Revised Version, 2014):

- ▶ Reviews on the systems and general procedures linked to certain areas of management and monitoring, certification and payment system, as well as control, based on weaknesses and needs identified at the level of all OPs
- ▶ Development of common standards and guidelines for the MAs
- ▶ Elaboration and distribution of reports of activities and guidelines with best practices for all institutions involved in the management of Structural Instruments
- ▶ Support for analyses and studies concerning the effectiveness and efficiency of the systems put into place for the implementation of Structural Instruments
- ▶ Studies regarding policies relevant for Structural Instruments and studies concerning the impact of Structural Instruments such as macro-economic modelling, links between Structural Instruments and macroeconomic factors
- ▶ Financing salaries for the staff working in the public structures involved in coordination, management and control of Structural Instruments
- ▶ Extensive support to the process of preparation for the future Structural Instruments interventions
- ▶ Support for the events and activities connected to exchange of experiences and information at national and EU level
- ▶ Support for meetings and events related to key thematic issues (such as: sustainable development, equal opportunities, information society, SMEs development etc.)
- ▶ Horizontal investments to create pre-conditions for implementation of Structural Instruments

Step 4. Identifying the short/medium term impacts

59. Having defined the ultimate aim of the KAI 1.1 and the instruments (i.e. activities), it is necessary to identify impacts that can help to achieve it, if they are realized by the end of the implementation periods. The reconstruction of the short/medium term impacts has been done based on the analysis of the strategy behind the OPTA as presented in the revised

version of the programme (MEF, OP TA, Revised Version, 2014, pp. 40-41) and based on the relevant literature.

Table 3: Expected short-term/medium term impacts based on literature review

<p>Hypothesis 1: Providing Technical Assistance to all the major functions of the Structural Instruments System will assure an improvement of the homogeneity of the implementation of the Structural instruments (MEF, OP TA, Revised Version, 2014, p. 40)</p>
<p>The interventions under KAI 1.1 will focus on ensuring the common standards, tools and information necessary for effective management and implementation of the Structural Instruments. The aim is to provide assistance for carrying out the major functions of the Structural Instruments system: financial management, monitoring, programming, control and internal audit. Special attention will be paid to horizontal issues, such as public procurement and state aid, in order to provide the framework for ensuring full compliance with the EU and national rules in these fields.</p>
<p>Hypothesis 2: The use of external expert will enhance efficiency of the management, monitoring and control processes as well as a proper preparation for the future Structural Instruments interventions (MEF, OP TA, Revised Version, 2014, p. 40)</p>
<p>In order to ensure efficiency of procedures, and thereby enhance efficiency of the management, monitoring and control processes as well as a proper preparation for the future Structural Instruments interventions, the use of expert assistance will be essential. Expert support will also be needed to clarify and interpret procedural rules in case of doubt, and adjust them according to the European Commission recommendations, and needs of each OP, as well as for the preparation for the future Structural Instruments interventions.</p>
<p>Hypothesis 3: Monetary Incentives will increase the staff performance and motivation (empirical evidence)</p>
<p>The results of the literature review reveal that there is no consensus among the practitioners regarding the impact of financing salaries. The results of the studies stress that the impacts are either positive or limited, and are generally referring to motivation, productivity and performance.</p> <p>However, the empirical evidence shows that</p> <ul style="list-style-type: none"> • financial incentives are associated with higher quantity of worker output (Gupta and Shaw, 1998; Jenkins et al., 1998; Prendergast, 1999); • this evidence relates almost exclusively to jobs with routine tasks or at corporate managers' compensation, and says little about other jobs where measurement is difficult. • financial incentives are more effective than non-monetary, tangible incentives and team-directed incentives had a markedly superior effect on performance compared to individually- directed incentives (Steven J. Condy, Richard E. Clark, Harold D. Stolovitch, 2003).
<p>Hypothesis 4: Having motivated staff will increase efficiency and effectiveness of the implementation of the Structural Instruments (MEF, OP TA, Revised Version, 2014, p. 40)</p>
<p>A motivated and stable personnel working on the coordination, management and control is a key factor for an efficient and effective implementation of the Structural Instruments. To this purpose, an unitary performance appraisal system is required together with a common recruitment process. This will converge in an appropriate unitary salary system. The OPTA will contribute to these objectives through the financing of the salaries for the staff in the public structures involved in the coordination, management and control of Structural Instruments. The intervention will be based on a performance oriented appraisal system implemented under the coordination of the Ministry of European Funds</p>
<p>Hypothesis 5: Increasing cooperation among actors and exchanges of experiences and information will multiply the positive aspect of the implementation (MEF, OP TA, Revised Version, 2014, p. 40)</p>
<p>Technical assistance will be supplied in order to better assess available information (choice of indicators, sources, updates, etc.), to detect the gap of information to be filled and define adequate indicators - that, for any reasons, were not adequately exploited by statistical information - in strategic sectors.</p> <p>The key area of intervention will support the completion of surveys (either ad hoc or other type) with a view to</p>

obtain better information with a view to improve Structural Instruments management and implementation. The elaboration of various studies in connection to the programming or implementation at the level of all OPs (NSRF) and NDP will also be supported.

Also these interventions will support the exchange of experience and multiplication of management methods with a view to an effective and efficient implementation of Structural Instruments, via regular meetings and workshops. Activities enhancing cooperation among actors and exchange of information, as well as publication of best practices brochures and guidelines are essential for multiplying the positive aspects of the implementation.

Organisation of meetings and events dealing with key thematic issues (such as: sustainable development, equal opportunities, information society, SMEs development etc.) is envisaged in order to highlight the positive contribution of Structural Instruments (through various OPs), as well as to identify future actions to improve performance in these areas.

Hypothesis 6: Horizontal investment will improve the implementation of the OPs as well as the preparation of the implementation of future funds

Horizontal investments will be supported in some horizontal areas that have direct impact on the smooth implementation of operational programs related to current programming and preparation for the implementation of funds which will be allocated to Romania in the next programming period.

Step 5. Identifying contextual factors and risks that may have affected the implementation of the KAI 1.1.

60. In order to test the soundness of the theory of change additional assumptions should be made about the context within which KAI 1.1 operated. Assumptions of this type involve beliefs about conditions that exist in the context/environment which are critical to the achievement of the final aim of the KAI 1.1. In particular, based on the literature review, the following contextual factors have been identified:

Table 4: Factors that influence the implementation of KAI 1.1.

Factor 1: Authority of the national coordination of Structural Instruments institution
Horizontal policies, regulations, financing salaries and technical assistance activities cannot be clarified and improved through OPTA without the legitimacy of the coordination of Structural Instruments provided by the main powers of the state and recognised by the central and regional administration.
The frequent institutional changes that took place in Romania lead to incoherent and discontinuous public policies, difficulties in consolidating and maintaining the capacity of some institutions or in developing and applying the technical competences gained by the civil servants (MRDPA, 2014).
Frequently political interference or lack of support by the authorities prevents agencies from using effectively the knowledge transmitted by TA. The case studies suggest that resistance by vested interests may mount as these agencies improve their ability to act. The evaluation found that in these cases the reporting from the field on constraints to progress has often not been candid enough (IMF, 2014).
Factor 2: Existence of a (better) performing unitary salary system
The decision to finance the 75% bonus for staff with functions related to SI implementation was made in 2004, following the suggestion from the EC. In 2009, the Government agreed with the EC to reimburse the staff bonus through OPTA. The bonus is a useful instrument to increase motivation of MAs/IBs staff and to keep the absorption of the EU funds at optimum levels. Nevertheless, the bonus may lead to decreasing the motivation of staff outside the formal MA/IB structures, which are not eligible for receiving the bonus, while arguably having their own direct or indirect contribution to smooth SI absorption.
Factor 3: Existence of a common recruitment process
A common recruitment process is required in order to ensure the stability of the personnel working on the coordination, management and control (MEF, OP TA, Revised Version, 2014). One of the criticisms of the recruitment and selection process brought over time was that it is a rigid system, focused more on theoretical

knowledge acquired on the basis of a default bibliography than on evaluating practical skills and competencies specific to the function for which the recruitment and selection is being made. Even though the system was modified since 2008 and the new regulations allow a focused approach which tests other aspects than the capacity of learning by heart, the practice still shows a preference towards the memorizing approach (MRDPA, 2014).

Factor 4: Sufficient administrative capacity in conducting public procurement

OPTA's progress was hampered during the programming period due to the reduced capacity of main Beneficiaries, in terms of competency and reduced number of personnel, which is overloaded, to prepare the contracts of public procurement, complicated procedures at national level and economic austerity measures taken by the Government which led to a discouragement in conducting technical assistance types of expenses (MEF, Annual Implementation Report for 2009, 2010).

Factor 5: Qualitative supply of Technical Assistance services in the market

A thematic evaluation, focused on Technical Assistance (TA) provided by the EIB in "Development and Cooperation" and "European Neighbourhood and Partnership" (ENP) countries over the period 2003-2013 demonstrated that insufficient quality of TA deliverables directly affects the efficiency of TA operations (EIB, 2014).

Factor 6: Existence of complementarity between TA activities and other interventions (i.e. training)

The evaluation of the TA provided by the IMF (IMF, 2014) also underlined that strengthening complementarities between TA and training lead to enhanced TA effectiveness: Potential synergies existed not just in terms of knowledge but also in terms of fund-raising and locational economies of scale. An immature advisory market which sometimes offers lower quality services leads to the reluctance of OPTA's beneficiaries to use technical assistance in solving the problems faced (MEF, Annual Implementation Report for 2009, 2010).

Factor 7: Adequate number of staff dedicated to the management and implementation of SI

A thematic evaluation, focused on Technical Assistance (TA) provided by the EIB in "Development and Cooperation" and "European Neighbourhood and Partnership" (ENP) countries over the period 2003-2013 underlined that in about half of the studied cases, weak human or institutional capacity of TA promoters or recipients was a major threat to the sustainability of the results of the TA operations (EIB, 2014).

Factor 8: Stability of the legislative framework

The quality of the legislative framework is affected by a series of factors such as the legislative inflation, which generates instability and lack of predictability, correlated with an increased frequency of legislative events (modifications, republications, additions), the existence of parallelisms, contradictions, legal vacuum, obsolete legal norms and precarious norms with a sanctioning nature and the lack of a real control mechanism of regulations' quality at the level of central government (MRDPA, 2014).

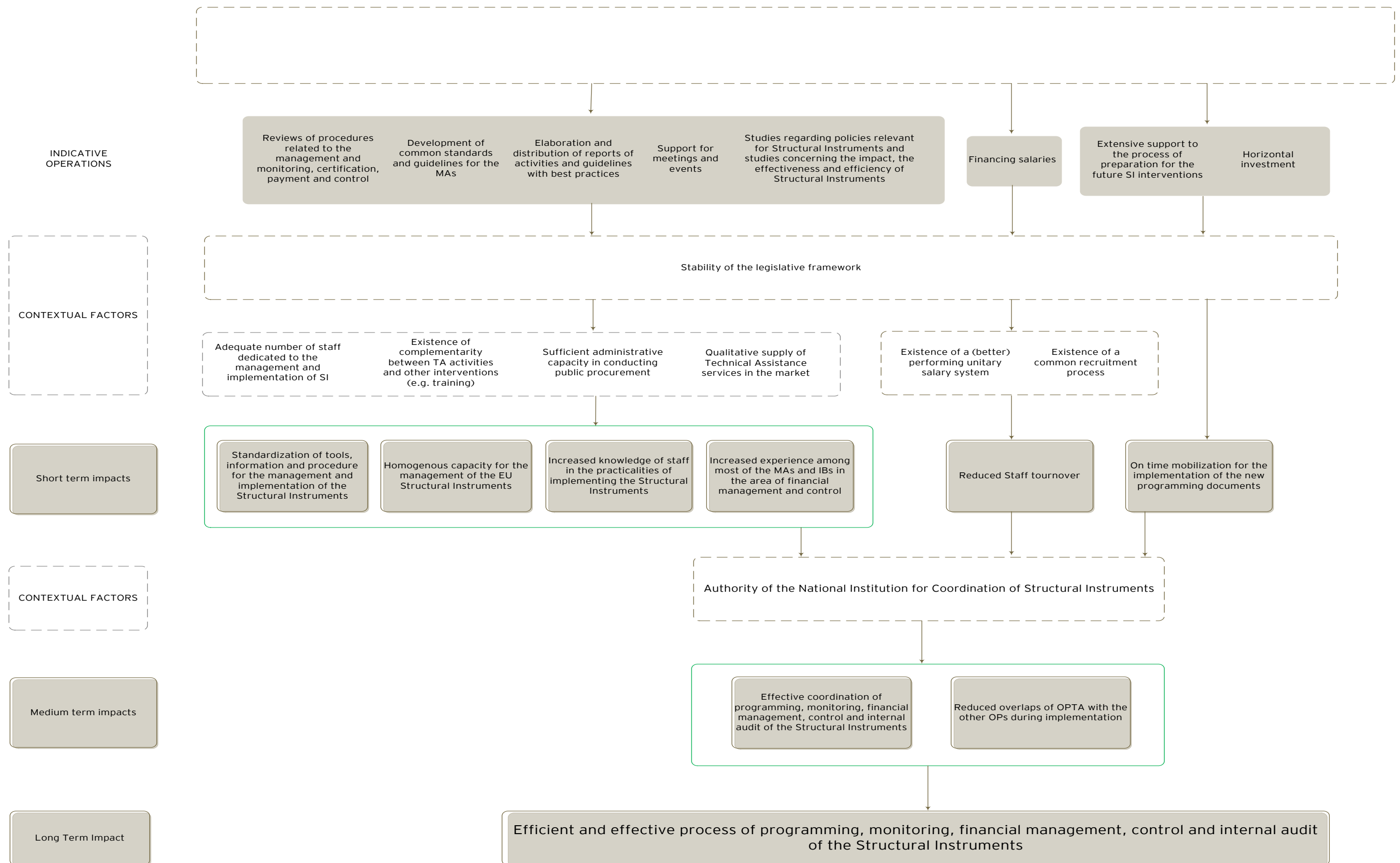
Step 6. Reconstructing the theory of change underlying the activities implemented under KAI 1.1

61. Based on the above findings, the Evaluation team reconstructed the logical cause-and-effect relations between activities envisaged within the programming documents and the expected impacts retrieved from the literature, taking also into consideration the factors which may affect the implementation (see Figure 6: Reconstructed logic of intervention).

Step 7. Validating the theory of change

62. The reconstructed theory of change was further refined and validated at the focus group with the MA of the OP TA, the Central Evaluation Unit, the General Directorate Analysis, Programming and Evaluation, the General Directorate System Coordination and Monitoring of the MEF held on 1st of October 2015 (see Annex 11 and 12).

Figure 6: Reconstructed logic of intervention



4. Progress with respect to the objectives of KAI 1.1

EQ 1 What is the progress in relation to the objectives of KAI 1.1?

4.1 Description of the evaluation process

63. The aim of this EQ is to **assess the progress** in relation to the objective of KAI 1.1 "ensuring efficiency and effectiveness of the process of programming, monitoring, financial management, control and internal audit of the Structural Instruments" (MEF, OP TA, Revised Version, 2014), **in targeted areas, sectors and groups**, since the adoption of the intervention (i.e. gross effect). In order to reconstruct the progress of the problems and their corresponding needs identified in Chapter 3, the Evaluation team consulted various relevant documents, which are presented in Table 5 and performed a series of interviews.
64. When referring to the **targeted areas**, the Evaluation team proposed to distinguish between more developed regions and less developed regions, considering that the SWOT analysis included in the programming document (MEF, OP TA, Revised Version, 2014) reveals a heterogeneous capacity of central and local authorities for the management of the EU Structural Instruments.
65. Furthermore, the implementation documents defined **the groups targeted** by the KAI as being institutions involved in managing Structural Instruments, respectively Authority for the Coordination of Structural Instruments (ACIS); Departments within the ACIS; Central Evaluation Unit within the ACIS; Certifying and Payment Authority; Audit Authority; Management authorities; Intermediary Bodies; Regional Development Agencies, with the exception of projects concerning the "support for the partial financing of salary expenditures for personnel involved in the coordination, management and control Structural and Cohesion Funds"; Public institutions involved in the coordination, management and control of Structural and Cohesion Funds (only for projects concerning the "support for the partial financing of salary expenditures for personnel involved in the coordination, management and control Structural and Cohesion Funds"); National Authority for the Regulation and Monitoring of Public Procurement; Anti-fraud Department; Government General Secretariat.
66. As for the **targeted sectors**, the programming documents referred to financial management, monitoring, programming, control, internal audit and horizontal issues, such as public procurement and state aid.
67. The tables below summarize the data analysis and collection tools and the primary and secondary sources of information used by the Evaluator in order to identify progress of efficiency and effectiveness of the process of programming, monitoring, financial management, control and internal audit of the Structural Instruments

Table 5: Data analysis and collection tools used for EQ 1

Data analysis / collection tools	Final Report
Data analysis tools	
Reconstructing and comparing the context analysis from the beginning of the programming period with the current period based on the following documents: OPTA 2007-2013, Interim Evaluation Report of OPTA, Annual Implementation Reports, Partnership Agreement, OPTA 2014-2020, National Strategic Reference Framework, Ex-ante Evaluation of the Partnership Agreement 2014-2020, Lessons Learned from the Ex-Ante Evaluation Regarding the 2014-2020 Programming Period, Evaluation Report on the administrative capacity of the beneficiaries and authorities of CSF funds, Study on lessons learned regarding the use of technical assistance funds during 2007-2013 programming period	<input checked="" type="checkbox"/>
Data collection tools	
Desk research	<input checked="" type="checkbox"/>
Focus group (no. 1) with relevant stakeholders	<input checked="" type="checkbox"/>
Online questionnaire with beneficiaries	<input checked="" type="checkbox"/>
Interviews with project managers	<input checked="" type="checkbox"/>
Focus group (no. 2) for validation of results and recommendations	<input checked="" type="checkbox"/>

Table 6: Primary and secondary sources of information used for EQ 1

Source of information	Primary sources	Secondary sources
Minutes of the interview	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Minutes of focus group no.1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Minutes of focus group no.2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
OPTA 2007-2013, Interim Evaluation Report of OPTA, Annual Implementation Reports, Partnership Agreement, OPTA 2014-2020, National Strategic Reference Framework, Ex-ante Evaluation of the Partnership Agreement 2014-2020, Lessons Learned from the Ex-Ante Evaluation Regarding the 2014-2020 Programming Period, Evaluation Report on the administrative capacity of the beneficiaries and authorities of CSF funds, Study on lessons learned regarding the use of technical assistance funds during 2007-2013 programming period	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

4.2 Findings

68. The analysis below presents the progress of the needs identified for KAI 1.1 and underlined in Chapter 3. Having regards that some of needs along with corresponding weaknesses and threats are interlinked, it was preferred to merge them in order to have a more comprehensive image of the context and avoid overlapping.

Weaknesses & Threats	Needs
Staff turnover	Employment of contractual staff for specific positions difficult to be filled in with civil servants

Baseline: 2006

69. According to (MEF, OP TA, Revised Version, 2014), at the beginning of the programming period 2007-2013 (i.e. November 2006), the total number of staff employed in the structures expected to deal with the management of EU Structural Instruments was around 1,500. This represented more than 100% increase as compared to December 2005, which implied an adequate number of staff in the institutions involved in the management of Structural Instruments.
70. On 9 March 2005, the Government approved the Decision no.170 regarding the methodology for applying the Law 490/2004 and established a 75% increase of salaries. The process of endorsements for the institutions and staff involved in the management of Community funding according to the Law no. 490/2004 was established at the level of the Ministry of Economy and Finance and was carried out in full force; hence, by the end of September 2006, the entire system required for the management of the Community funds after 1st January 2007 was endorsed and the personnel involved in such activities benefits of the salary increase (MEF, OP TA, Revised Version, 2014).

Progress: 2007 - 2014

71. The austerity measures undertaken in 2010 blocked the resourcing that was required by the volume of work and the increasing number of contracts in implementation. According to the analysed reports (ACIS, 2010) the significant salaries cuts in the whole public system generated a high turnover, high vacancy rates and the resultant increased workloads on the existing staff. For example the staff turnover was generally high in most of the MAs and caused instability, inefficiency, staff demotivation and gaps in communication with beneficiaries (MEF, Summary of Intermediary Evaluations, 2015). Recently, temporary leaves (maternity, studies, others) not included in the vacancies terminology are also present and increase the staffing difficulties (MEF, First Interim Evaluation Report on the Administrative Capacity of the Authorities and Beneficiaries of CSF Funds, 2013).
72. As a result it emerged the need of financing the additional 75% staff bonus for the personnel involved in the management and coordination of SI. This aspect was even then considered as one of the main incentives for remaining within the public administration and resisting the temptation of high wages in the private consulting business.
73. The situation improved starting with the implementation of the Priorities Measures Plan (ACIS, 2011) and continued in 2012 when some flexibility in employment in the public administration was permitted (MEF, First Interim Evaluation Report on the Administrative Capacity of the Authorities and Beneficiaries of CSF Funds, 2013).

Current situation: 2015

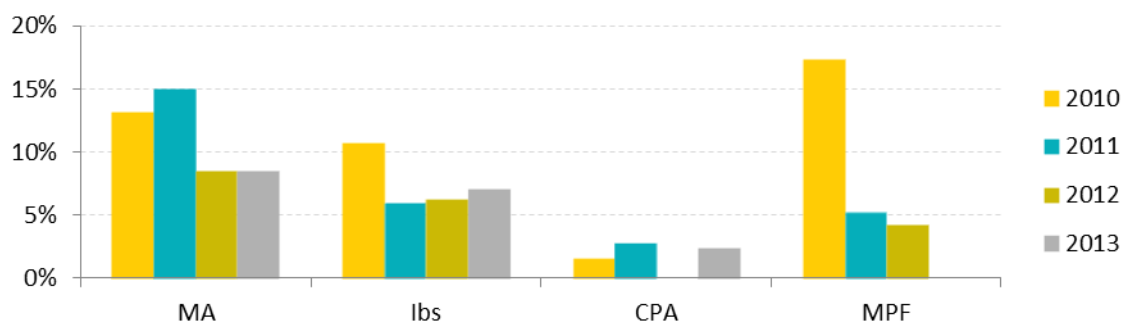
74. In the current period, there is still an insufficient number of personnel which reflects in a high work overload of staff from different institutions involved in the implementation system of SI (MEF, OPTA 2014-2020, 2014). Since the beginning of the programming period it can be observed that the number of personnel within the institutions involved in the coordination, management and control of SI (without RDAs), respectively ERDF, CF and

European cooperation territorial objective increased from 1,500 at the end of November 2006 to 1,680 in December 2013.

75. According to (MEF, OPTA 2014-2020, 2014) the turnover remains one of the main issues that the majority of institutions dealing with the SI is confronting with and raises difficulties due to the lack of experience of newly comers and the relatively long periods of accommodation.

76. However, based on the data provided by the Ministry of European Funds, it can be observed that the turnover rate at the level of MAs after increasing from 13% in 2010 to 15% in 2011, it started to decrease to 9% in 2012 and continued to be stable as well in 2013. At the level of the IBs there was a notable progress starting with 2010 when from 11% it decreased to 6% in 2011 and remained around this percentage until 2013 (see the figure below)

Figure 7: Turnover rate at the level of MAs, national and regional IBs, CPA and MPF (Unit for Coordination and Verification of Public Procurement)



Source: Data provided by the MA of the OPTA (November 2015)

Weaknesses & Threats	Needs
Lack of experience among most of the MAs and IBs in the area of financial management and control	Support to the implementation of Structural Instruments (financial management and control) and exchange of experience.

Baseline: 2006

77. According to (MEF, OP TA, Revised Version, 2014) at the beginning of the programming period 2007-2013 there were relatively large imbalances in knowledge and skills (i.e. operational competences such as capacity to manage the outsourcing of TA activities: terms of reference preparation, guidance to contractor, quality review) among MAs staff due to the large influx of new people. The situation however was **less advanced at the level of National IBs** and **more delicate at Regional IBs** were the level of knowledge about the Structural Instruments and the weak project management skills were more acute. In the same document it was estimated that at least 1,000 persons/year from the local level needed to be trained and informed on topics like project preparation, project cycle management, and financial management monitoring and reporting. These aspects, which are further stressed in the NSRF, lead to the need of having **exchanges of experience and information, and**

training on common functions across the SI management system and support to the implementation of Structural Instruments (financial management and control) and exchange of experience.

Progress: 2007 - 2013

78. In 2009, support was ensured through OPTA for **consolidating the capacity of the coordinating and control structures** for Structural Instruments, as well as for the MA OPTA, other MAs, IBs and AA by organizing/participating in training sessions⁴. Furthermore in order to evaluate the level of knowledge of personnel within the MA OPTA and their compliance with prevention, detection, report, recovery, and irregularities reporting procedures an exam was performed (MEF, Annual Implementation Report for 2009, 2010).
79. According to the Interim Evaluation of OPTA (ACIS, 2010), the training on horizontal issues was required in order to ensure a **minimum level of common skills** for all personnel involved in the management of SI. Furthermore, the Summary of Intermediary Evaluations report (MEF, Summary of Intermediary Evaluations, 2015) stressed that during the period 2010-2013 the sectors in which the newly employees were less experienced were public procurement and procedures.
80. Moreover, the management and the human resources function in the organisations were not always able to find effective solutions to these problems, through better planning and allocation of tasks, management of the workloads, performance management, retention and stimulating employees. This can be also explained by the fact that the technical assistance resources were not sufficient to cover the internal lack of resources mainly due to the difficulties of the public procurement processes.

Current situation: 2015

81. According to the IEs (MEF, Summary of Intermediary Evaluations, 2015) although **the level of skills and knowledge is perceived as satisfactory**, the development of existing knowledge is still needed in specific areas (e.g. public procurement, project management, strategic planning, time management, legislation as well as for team building, communication and negotiation) partially due to the lack of clarity and changing guidelines, procedures and instructions, unfriendly support tools, and variable interpretation of the procedures at different levels of control. **Financial management and control are still among the critical areas** of expertise, in which the staff/beneficiaries need to build knowledge and competences. In particular, studies and evaluations (MEF, First Interim Evaluation Report on the Administrative Capacity of the Authorities and Beneficiaries of CSF Funds, 2013) reveal that many of them were confronted with problems in managing problems from these sectors. In this case, their lack of experience or information is reflected both in the rate of rejection

⁴For example approximately 361 persons trained at a basic level, as well as on themes specific to the management of Structural Instruments, like financial management, monitoring, the management of project requests

of projects during the assessment phase, the low level of refund requests, and in the mistakes realised in implementation that lead to delays in payments and financial corrections (MEF, OPTA 2014-2020, 2014).

82. However, public administration in smaller localities and rural areas or specific sectors which have benefitted less from public investments in the past, such as waste management are still dealing with staffing difficulties and shortages of skills (MEF, Partnership Agreement , 2014).

Weaknesses & Threats	Needs
Significant number of newly employed within the system for managing Structural Instruments, lacking experience and knowledge necessary for carrying out their jobs	Share of experiences and information
Large deficit of knowledge in the practicalities of implementing the Structural Instruments	Tools and information towards MAs, IBs and potential beneficiaries and timely identification of bottlenecks
High degree of complexity concerning the Structural Instruments implementation system	Development of standardized procedures

Baseline: 2006

83. As results also from the analysis of the context performed in the OPTA 2007-2013, emerged that in the implementation of the specific requirements related to different stages and functions (related to the management and implementation of the Structural Instruments) potential difficulties might be encountered, especially taking into consideration the level of funding allocated to Romania and the fact that a significant number of the staff is either newly employed or has very limited experience in dealing with some of the attributions imposed by the Structural Instruments regulations.

Progress: 2007 - 2013

84. At the beginning of the programming period, based on the guidance implementation manual realised under the coordination of ACIS, each MA has drafted detailed implementation procedures, according to the specificities of each Operational Programme.
85. During 2008-2009 the MA modified a series of documents related to the OPTA period such as *Implementation Framework in Document for OPTA* and *Guide for Applicants*, following the simplification of evaluation procedures, the modification of standard formats for financing requests, financing contract and progress reports, the experience gained in evaluations and project implementation, as well as the introduction of new activities financed (relating to growth poles and financing salary increases), which required the customization of formats.
86. In view of ensuring support for the beneficiaries, MA OPTA ensured the help-desk for improving financing request projects transmitted by potential beneficiaries, the rate of

rejection decreasing in 2009 to 13.6% compared to 44.4% in 2008 (MEF, Annual Implementation Report for 2009, 2010).

87. Furthermore the support of providing coherent guidelines appeared to be even more necessary when public procurement topic reached a critical level in the implementation of SI, aspect underlined as well during the interviews. According to the Interim Evaluation from 2010 (ACIS, 2010), guidelines were expected from the institutions responsible for public procurement regulations, respectively the National Authority for Regulating and Monitoring Public Procurement (NARMPP), the Unit for Coordination and Verification of Public Procurement (UCVPP) and the National Council for Solving Complaints (NCSC). Although several versions of a procurement guide were provided by NARMPP, there was still no consensus on specific templates or good practice.
88. In the case of state aid, the situation was less critical, as the Competition Council (CC) had already approved most of the schemes. Also in this case the cooperation between ACIS/MAs and the CC lacked an institutional framework that could provide permanent and dedicated support for SI implementation in this field (ACIS, 2010).
89. Regarding the electronic tools, there were used several applications for the management of the information. SMIS was the most comprehensive and had as a recent development *MySMIS* able to enhance the functionalities for effective data exchange with the beneficiaries. According to the recent assessment of the Electronic Systems (MEF, Evaluation Report on Electronic Systems for information exchange, 2013) SMIS and MIS-ETC need major improvements in terms of usefulness and also in terms of user friendliness.
90. During 2010-2013, the low capacity of the beneficiaries continued to affect the quality of the project applications and delayed the selection phase because poor and incomplete projects required further clarifications having as a consequence the slowdown of the overall process (MEF, Summary of Intermediary Evaluations, 2015). The delays were induced by both the complexity of procedures and the lack of experience at beneficiary level, correlated with the difficulties they have encountered in dealing with the administrative burden and, in particular, with the reimbursement of expenditure and reporting requirements.

Current situation: 2015

91. The **current context** is still characterised by an overregulated and complex implementation system with a number of gaps regarding the adequacy of the procedures including lack of clarity of the procedures, overlapping of control procedures, rigid and complicated procedures related to partial reimbursements, excessive requirements and bureaucracy mainly in the phase of reimbursements verification, different and unclear interpretation of the procedures between MAs, IBs and the auditors, etc. Therefore there were registered difficulties in using the procedures, with negative effects on beneficiaries and the MAs and IBs, mainly from the point of view of the increased administrative workload, costs and burden on the beneficiaries (MEF, First Interim Evaluation Report on the Administrative Capacity of the Authorities and Beneficiaries of CSF Funds, 2013).
92. The inherent difficulties of a new exercise (and new tools) generated by an unprecedented managing, accessing and implementing SI mechanism continued to delay the solving of bottlenecks and thus to slow down the absorption rate (MEF, Summary of Intermediary

Evaluations, 2015). For example risk management is not properly used as a management tool in all organisations and the management of irregularities has significant gaps in terms of prevention and correcting recording of the current and future management. Moreover the internal audit does not appear to contribute to early detection of system irregularities (MEF, First Interim Evaluation Report on the Administrative Capacity of the Authorities and Beneficiaries of CSF Funds, 2013).

93. Even though the tools and systems created and put in place covered the necessary processes in all phases of the programme cycle, many of them are still not properly used and less effective, having a limited reliability (MEF, First Interim Evaluation Report on the Administrative Capacity of the Authorities and Beneficiaries of CSF Funds, 2013).

Weaknesses & Threats	Needs
Weak and heterogeneous capacity for the management of the EU Structural Instruments, especially at regional and local level	Support to coordination function, horizontal support to all institutions
Infringement during the implementation	Support for coherent guidelines and manuals, support to financial control and audit
Low absorption	Horizontal support to financial management, monitoring and control

Baseline: 2006

94. The OPTA 2007-2013 underlined the necessity of
- ▶ specific assistance for project preparation, monitoring, evaluation and control, as well as for communication activities ensuring appropriate publicity, with regards to specificity of the respective OP
 - ▶ horizontal assistance tools for the common needs of all structures and actors involved in the management and implementation of the Structural Instruments, developing an effective single management information system able to provide also transparent information on funds absorption, with activities aiming at general public awareness on the role of the Community support and an overview understanding of the interventions of Structural Instruments.

Current situation: 2015

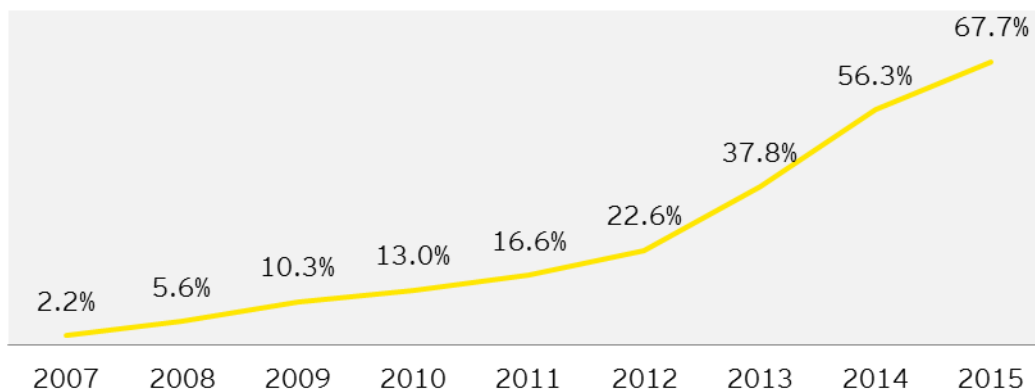
95. The Certifying and Paying Authority had elaborated in the beginning of the programming period, in cooperation with all the institutions involved in the management of structural instruments, a GD regarding the allocation procedure for Structural Instruments, prefinancing and cofinancing from the state budget allocated to the beneficiaries. During the last quarter of 2006 specific actions were taken in creating the appropriate monitoring mechanisms for Structural Instruments. Thus, a monitoring working group was set up by ACIS with all the managing authorities, addressing the issues regarding procedures for setting up the OP Monitoring Committees (MCs), membership and eligibility criteria for membership, terms of reference for MCs, as well as a proposal for a code of ethics for these partnership structures (MEF, OP TA, Revised Version, 2014).

96. Furthermore, the Ministry of Finance who had under subordination ACIS developed a coordinated approach as regards eligibility rules, co-financing, pre-financing, payment flow, public procurement and ex-ante verification as presented in OPTA 2007-2013.
97. Even though at the beginning of 2009, the Inter-ministerial Group for monitoring the absorption of European funds was created under the direct coordination of the prime-minister and being in a strong collaboration with the Ministry of Public Finance and other ministries with role of MA (MEF, Annual Implementation Report for 2009, 2010), at the end of 2009 there was still a clear need for horizontal coordination and best-practice sharing.
98. Until 2010 there was still a lack of experience in the SI management system, especially on project monitoring or payment reimbursement, due to the fact that this is the first endeavor on the part of Romania to implement the Cohesion Policy, using post-accession funds (ACIS, 2010). However progress was visible in terms of programming, launching calls and evaluating the first rounds of applications.
99. According to the Interim Evaluation of OPTA (ACIS, 2010) the low level of absorption by the end of 2009, which questioned the capacity to use the allocated funds, triggered the effectiveness risk. The efficiency risk was determined by the rush of the Government for quantitative absorption (focus on ensuring that all available EU financing is spent), which distracted the attention to the proper quality of absorption. Managing such risks still implied the investment in horizontal tools of coordination, financial management, monitoring and control, which could only be achieved at horizontal level.

Progress: 2007 - 2013

100. For the **current context**, the First Interim Evaluation Report on the Administrative Capacity of the Authorities and Beneficiaries of CSF Funds (2013) underlines that the coordinating bodies (e.g. ACIS) and a number of the MAs did not have sufficient authority to ensure consistent approaches, simple and coherent procedures, the avoidance of overlaps of responsibilities, and the effective implementation of the action plans across institutions in order to resolve the key problems. Furthermore, the weak capacity at the local public administration level is more severe than at the central level in terms of managing large complex projects associated with reduced ownership in case of projects implemented in partnership.
101. However the absorption rate even though is below the European average registered along the years a modest increase (see figure below which presents the evolution of the absorption rate of ERDF, ESF and CF funds).

Figure 8: Absorption rate, Romania (2007-2015)

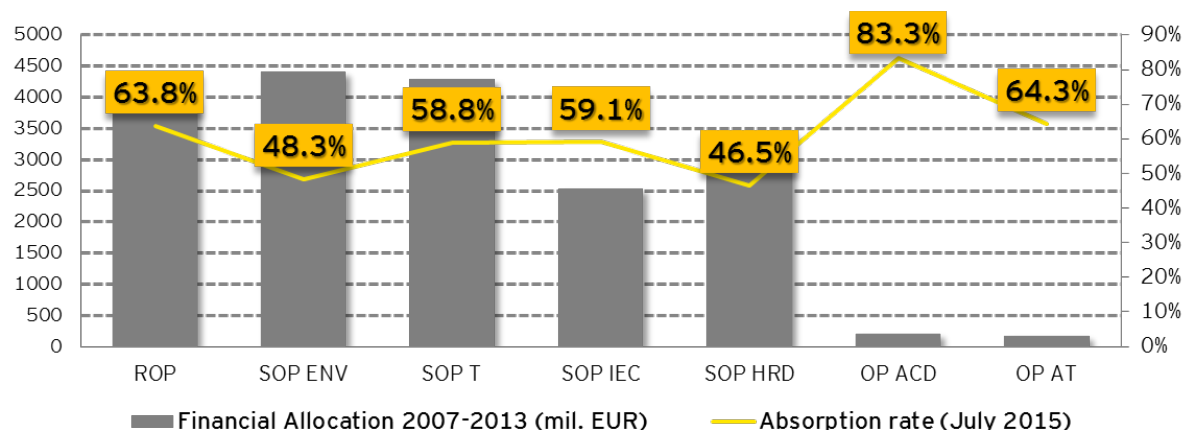


Source: DG Regio data (<https://cohesiondata.ec.europa.eu/>, November 2015)

102. Although the administrative absorption capacity of ESC funds is still insufficient in Romania (i.e. it present one of the lowest absorption rate), due to significant and numerous weaknesses, it is evident an improvement with respect to the pre-accession phase. In fact the amount of funds managed during the period 2007-2013 has been 10 times higher than the period 1999 - 2006 (i.e. respectively EUR 19 billion from 2007to 2013 and 2 billion Euros from 1999 to 2005).

103. With a total budget of approximately 200.3 million Euros, out of which 170.24 million Euros communitarian support (85%) and 30.04 million Euros (15%) from public sources, OPTA ranks last in terms of financial allocation between all other Operational Programmes. Nevertheless, it is one of the most performing operational programmes, reaching a total absorption rate of 64.3% in July 2015.

Figure 9: Financial allocations and absorption rates per OPs



Source: (MEF, Absorbtion Status for Cohesion and Structural Funds at the level of each Operational Programme, <http://fonduri-ue.ro>, 2015)

Conclusion

104. The 2007-2013 programming period revealed that an important progress in reducing and then maintaining the turnover rate at an acceptable level was registered at the level of

MAs and national IBs. However the progress is less evident in the less developed regions, at the level of the regional IBs because the support for salary expenditure started relatively late.

105. Even though there was a progress in the level of skills, the development of existing knowledge is still needed in specific areas (e.g. public procurement, project management, strategic planning, time management, legislation as well as for team building, communication and negotiation). Financial management and control together with public procurement are still among the critical sectors where progress is the less visible. In the case of the administrative capacity most of the progresses have been made more at the central than at local level. There is still a need of investing in horizontal tools for coordination, financial management, monitoring and control in order to manage the effectiveness and efficiency risks regarding the capacity to use the allocated funds.
106. In the case of the administrative capacity more progress has been made at the central public administration than at local level. There is still a need in investing in horizontal tools of coordination, financial management, monitoring and control in order to manage the effectiveness and efficiency risks regarding the capacity to use the allocated funds.
107. A modest progress has been registered regarding the development of tools and timely identification of bottlenecks. This is probably due to the frequent institutional and legislatives. Many of the tools developed are still not properly used having a limited reliability and effectiveness. The sector that remained with a high degree of complexity and which progresses are not visible was public procurement.

5. Expected and unexpected effects of KAI 1.1

EQ 2	<i>To what extent is this progress due to KAI 1.1?</i>
EQ 3	<i>Are there are other (unexpected) effects, positive or negative, stemming from the implementation of the KAI 1.1?</i>

5.1 Description of the evaluation process

108. The aim of EQ 2 is to identify the contribution of KAI 1.1 (i.e. *net effect*) in achieving the progress presented within the previous paragraph.

109. At the same time, EQ 3 investigates if there are other (unexpected) effects, positive or negative, attributable to the implemented projects under KAI 1.1.

110. The analysis of effects of KAI 1.1 was carried out through a combination of desk-research, a web-based (electronic) questionnaire (hereinafter **Survey**) and an in-depth analysis of a representative sample of projects financed under KAI 1.1 (hereinafter **Case studies**).

111. A constant interaction with representatives of the beneficiaries of KAI 1.1 represented an important component of all the IE. Beneficiaries' engagement served multiple purposes, such as⁵:

- ▶ Mapping the **reasons behind** the beneficiaries' **participation** in projects financed under KAI 1.1
- ▶ Investigating the **perceived effects** that occurred as consequence of the implementation of projects funded under KAI 1.1
- ▶ Measuring the extent to which effects are linked to projects funded under KAI 1.1
- ▶ Identifying what are the **factors that hampered or enhanced** the effects of the projects
- ▶ Detect the **actual needs** of the beneficiaries for possible future technical assistance facilities.

112. Furthermore, a set of **19 projects** funded under KAI 1.1 have been selected and in depth analysed through desk analysis and interviews with representative of beneficiaries⁶. Case studies provided a significant input to this IE and were also used to verify the results obtained in the previous step. Therefore, in accordance to ToR's requirements as well as to maximise the possibility to generalise from case level evidence, the selection of case studies responded to two methodological criteria:

- ▶ **Representation:** Each case study was selected to be representative for the relevant eligible beneficiaries and the type of project funded under KAI 1.1

⁵ For further details please see Annexes 7 and 8

⁶ The sample strategy is presented in the Annex 8

- **Contrasting situations:** In addition, study cases have been chosen as to represent contrasting polarised situations (e.g. positive and negative cases are included in the analysis).
113. While there are differences in the type and amount of information reported under the different headings based on the type of the case studies (e.g. Technical Assistance facilities, Support for the preparation of Programming Period 2014-2020, etc.), the evaluation team defined a common structure in order to enable the cross-case analysis of the information collected during this step.
114. The extensive data gathering and analysis effort allowed us to provide an answer to each evaluation questions (**Cross Case Analysis**). This step was aimed on the one hand at summarizing findings and drawing synthetic conclusions from case studies evidence; on the other, to build on them high-quality policy recommendations that are actionable and agreed upon by stakeholders.
115. Based on the existing data and evidence, the overall impact of KAI 1.1 was assembled and critically assessed in discussion with main beneficiaries and stakeholders thought a specific Focus Group with relevant stakeholder which will be held in Bucharest the 19th of November 2015⁷ (**Results Validation**). Comments and results of the focus group have been used to refine the impact evaluation of KAI 1.1.
116. Finally, a final event will be organized the 27th of November 2015 in Bucharest in order to present and share the results of the evaluation (**Results dissemination**).
117. The tables below summarize the data analysis and collection tools and the primary and secondary sources of information applied to answer to this question.

Table 7: Data analysis and collection tools used for EQ 2 -3

Data analysis / collection tools	Final Report
Data analysis tools	
The cross-case analysis was performed based on the results of the questionnaire and the case studies	<input checked="" type="checkbox"/>
Data collection tools	
Desk research	<input checked="" type="checkbox"/>
Focus group (no. 1) with relevant stakeholders	<input checked="" type="checkbox"/>
Online questionnaire with beneficiaries	<input checked="" type="checkbox"/>
Case studies/Interviews with project managers	<input checked="" type="checkbox"/>
Focus group (no. 2) for validation of results and recommendations	<input checked="" type="checkbox"/>

Table 8: Primary and secondary sources of information used for EQ 2 -3

Source of information	Primary sources	Secondary sources
Minutes of the interview	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Minutes of focus group no.1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

⁷ See Annex 11 for further details.

Source of information	Primary sources	Secondary sources
Minutes of focus group no.2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Results of the electronic questionnaire (survey)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
OPTA 2007-2013, Annual Implementation Reports, Financing Requests, Financing Contracts and Addendums, Financing Decisions, Progress Implementation Reports, Centralizing document provided by the Ministry of European Funds, with the updated progress of the selected projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

5.2 Findings

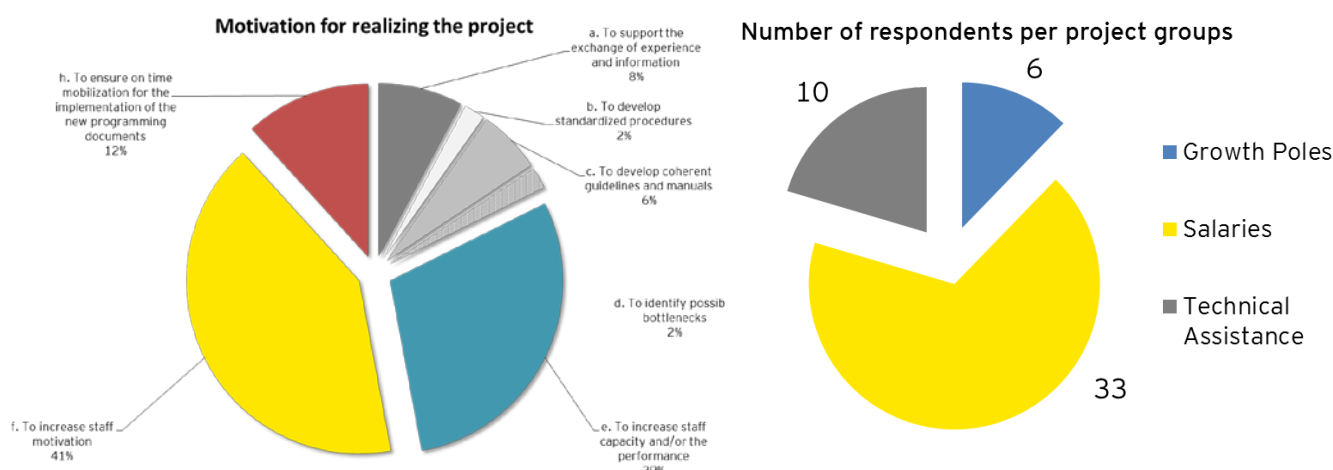
Reasons behind beneficiaries' participation

118. One of the results emerging from the Survey was that beneficiary institutions decided to implement projects funded under KAI 1.1 mainly because they want to increase:

- ▶ Staff capacity and/or performance
- ▶ Staff motivation.

119. These results probably reflect the fact that more than the 80% of respondent (33 out of 49) were representative of institutions for which OPTA supported the salary expenditure.

Figure 10: Reasons behind the beneficiaries' participation (all project groups)

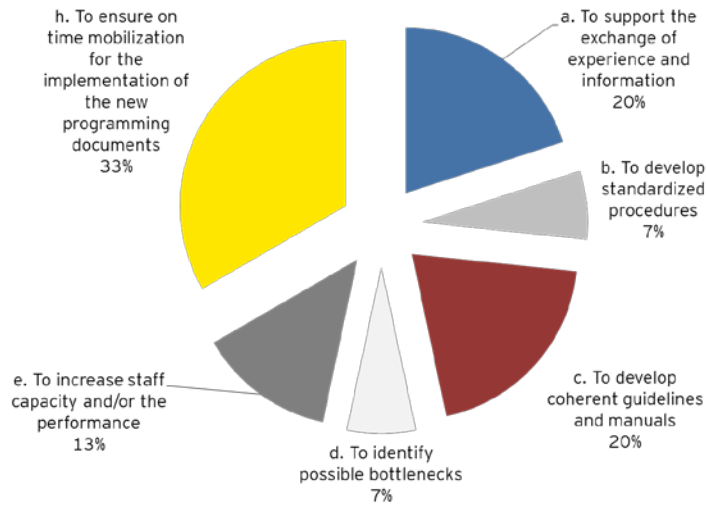


120. However, if we exclude the projects from the third group (i.e. we include only answers from representatives of projects that supported coordination, management and implementation of OP 2007-2013, Technical Assistance Facility, projects that supported the preparation of Programming Period 2014-2020 and projects that supported the coordination of Integrated Plans for the development of Growth Poles) most of respondents underlined that their institution decided to participate in the projects in order to:

- ▶ Ensure on time mobilization of resources for the implementation of the new programming period
- ▶ Support the exchange of experiences and information

- ▶ Develop coherent guidelines and manuals.

Figure 11: Reasons behind the beneficiaries' participation (excluding the support for salary expenditure)

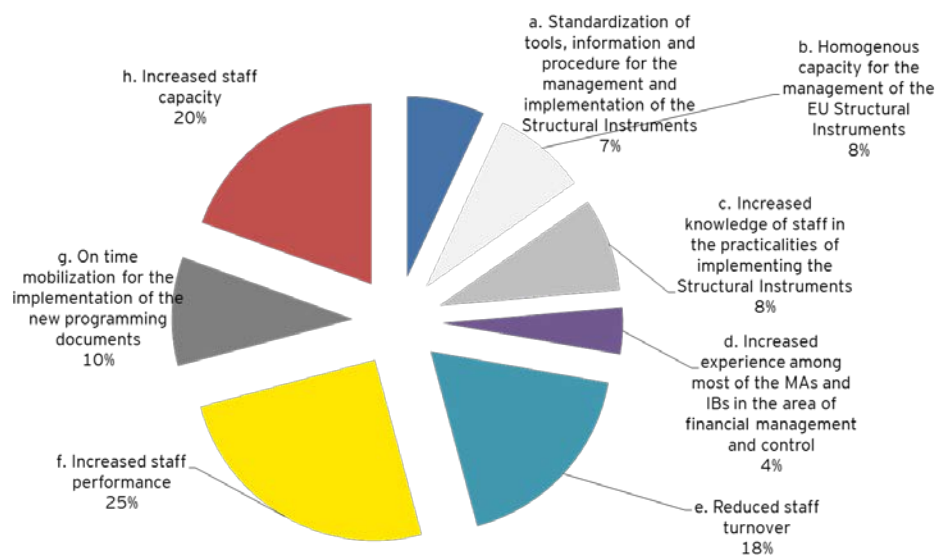


Perceived effects

121. Concerning the effects, representatives of the beneficiaries of KAI 1.1 perceived that the implemented projects contributed to:

- ▶ Reduce the staff turnover
- ▶ Improve the performance of staff
- ▶ Improve the staff capacity.

Figure 12: Perceived effects of projects funded under KAI 1.1 (including support for salary expenditure)

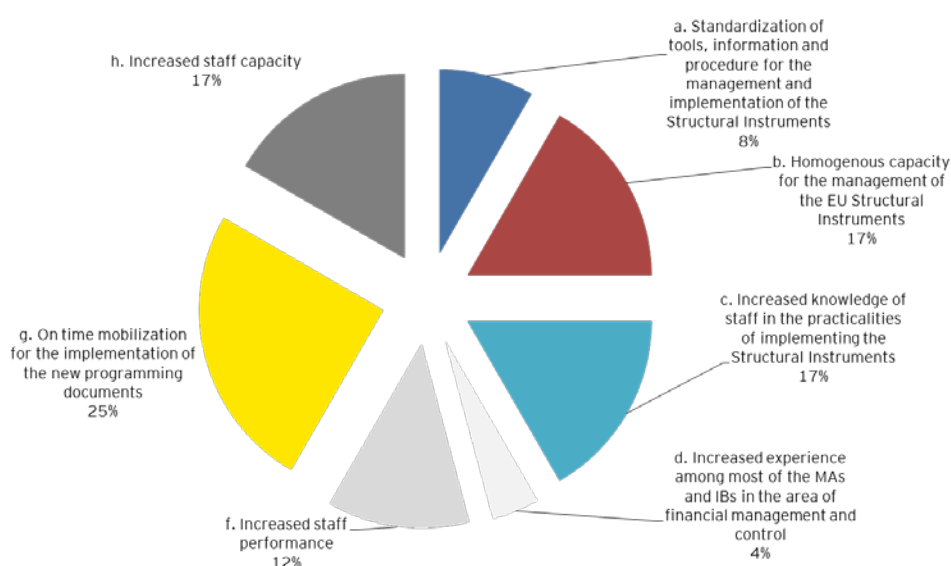


122. Also in this case we should consider separately the projects of groups 1 and 2. In particular, if we exclude projects that supported the salary expenditure, the most important perceived impacts is related to the **on time mobilization of resources for the implementation of the new programming period.**

123. Moreover other relevant (perceived) effects are almost equally distributed between the following categories:

- ▶ Increased Knowledge of staff in the practicalities of implementing the Structural Instruments
- ▶ Homogenous capacity for the management of the EU SI
- ▶ Increased staff capacity.

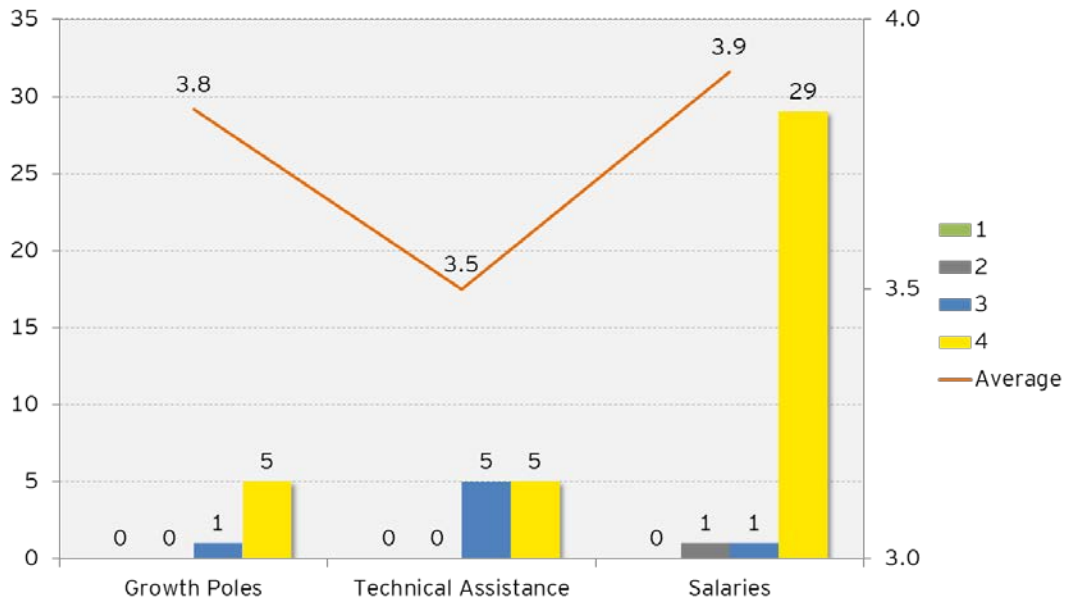
Figure 13: Perceived effects of projects funded under KAI 1.1 (excluding support for salary expenditure)



124. The utility of projects funded under KAI 1.1 is demonstrated by both from the results of the Survey and by the interviews performed during the implementation of the Case Studies.

125. In particular, from the Survey emerged that respondents have founded the utility of projects very high: considering question "How valuable have you found the project to be?", on a scale of 1 to 4 the average of the answers is 3,8. The following figure presents the answers for each project group.

Figure 14: How valuable have you found the project to be? 1=low value; 4=high value



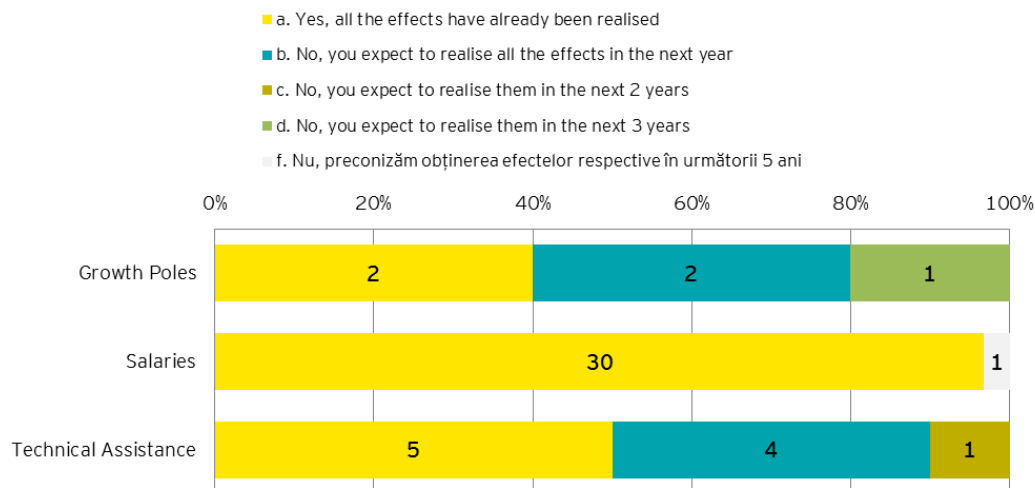
126. These results were confirmed from the interviews performed for the Case studies: all the interviewees agreed on the fact that the projects were useful and that it would be important to implement in the future similar ones.

127. With the Survey the evaluation team has also investigated if all the effects of the projects are visible at the moment:

- ▶ For the 80% of respondents (37 out of 46) all effects have been realized
- ▶ For the 13% (6 out of 46) all the effects will be visible in one year.

The following figure shows the results for project group.

Figure 15: Based on your perception, do you think all effects of the project are visible at the current moment?



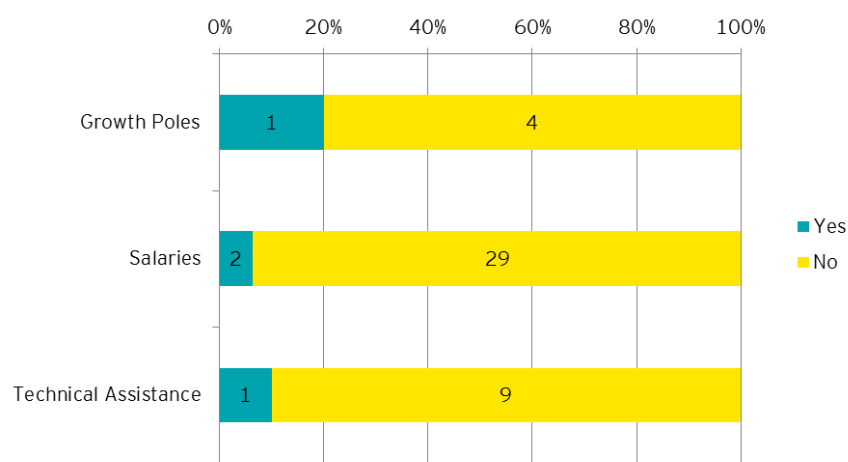
Extent to which effects are linked to projects funded under KAI 1.1

128. In order to find a causal link between the above mentioned impacts and the projects implemented under KAI 1.1 the representative of beneficiaries were asked to say:

- ▶ If, based on their knowledge, there were other interventions /projects outside OPTA 2007-2013 which contributed to the achievement of the same effects
- ▶ What would have happened in the absence of the project.

129. The 91% of respondents declared that there weren't other interventions that contributed to the perceived effects discussed before⁸.

Figure 16: Based on your knowledge, were there other interventions /projects outside OPTA 2007-2013 which contributed to the achievement of the same effects?



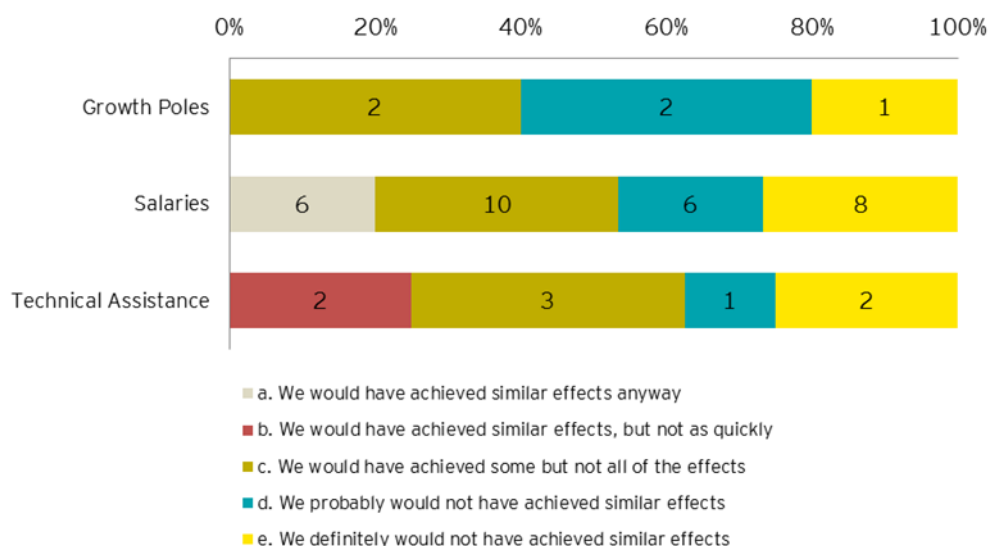
130. Moreover, for more than the 80% of the participant in the Survey the above mentioned impacts are probably due to projects implemented under KAI 1.1. In particular, in the absence of the projects:

- ▶ For the 35% (15 out of 43) of participants in the Survey not all the effects could have been achieved
- ▶ For the 21% (9 out of 43) probably it could not have been possible to achieve the same effects
- ▶ For the 26% (11 out of 43) definitely it could not have been possible to achieve the same effects

131. The following figure shows the results per project group.

⁸ Respondents that declared that there were other interventions contributed to the same effects mentioned the internal and external training activities mainly focused on horizontal topics related to the management and implementation of SI.

Figure 17: In your opinion, what would have happened in the absence of the project?



Factors that hampered or enhanced the effects of the projects

132. One of the most interesting results of the survey is related to the factors that could have hampered or enhanced the effects of the projects. In particular there was agreement between respondents by saying that the following factors had reduced the effects of the projects:

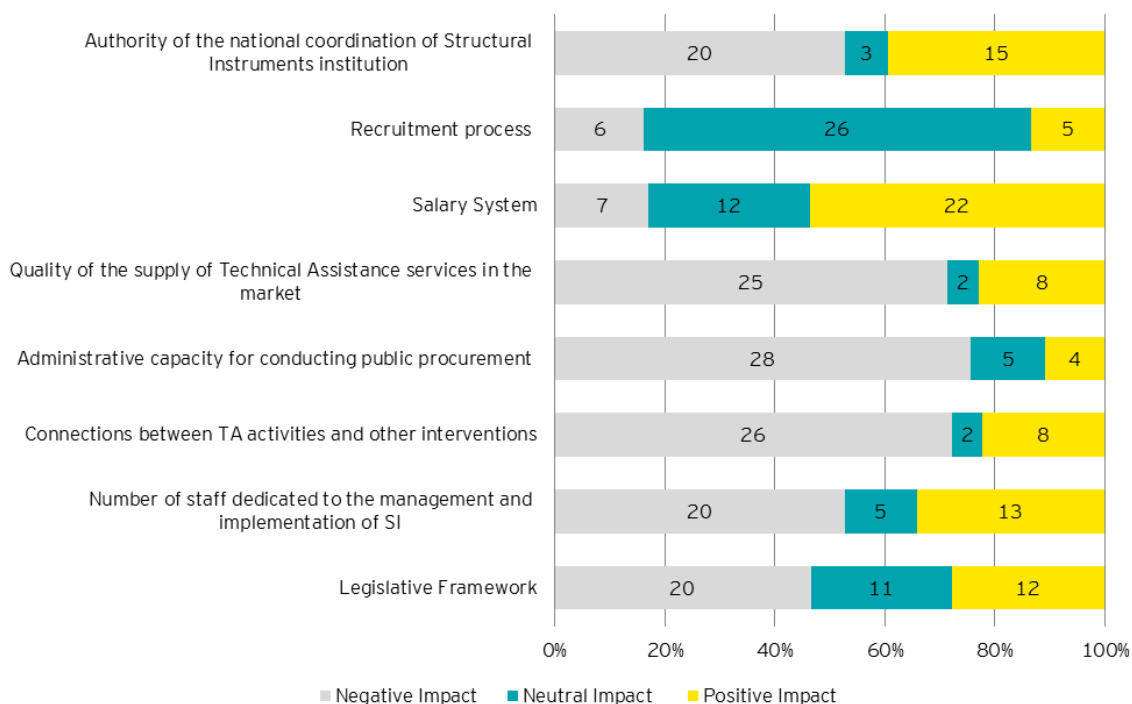
- ▶ Quality of the supply of Technical Assistance services in the market
- ▶ Administrative capacity for conducting public procurement
- ▶ Connections between TA activities and other interventions
- ▶ Number of staff dedicated to the management and implementation of SI
- ▶ Legislative framework

133. On the other hand

- ▶ The salary system is perceived as the only factor that enhanced the effects of the projects
- ▶ There is not a shared vision on the effects of the Authority of the national coordination of Structural Instruments institution
- ▶ The existing recruitment process is perceived as not relevant in hampering/enhancing the effects of the projects

134. It is important to underline that no major differences emerged if results are analysed with respect each project group.

Figure 18: Based on your perception, what are the factors that hampered or enhanced the effects of the project?



Unexpected effects

135. From the case studies the following unexpected effects emerged as linked to the implementations of the projects funded under KAI 1.1⁹:

Project Group 1 (Technical Assistance)

- ▶ **Knowledge and expertise exchange** between Technical Assistance Providers and staff involved in the management of SIs within MAs and IBs
- ▶ **Spillover effects:** people involved in training activities and/or study visit and/or in exchange of experiences disseminated acquired capacity and knowledge among colleagues

Projects Group 2 (Support for the coordination of Integrated Plans for the development of Growth Poles)

- ▶ Increased collaboration and exchange of experience between local authorities
- ▶ **Increased importance of the Growth Poles' role** (in most of the cases they became the direct interlocutor for the international financing institutions)
- ▶ **Increased interest** of local authorities in the strategic and integrated approach used for planning and implementing local development projects.

⁹ See Annexes 8 and 9 for further details

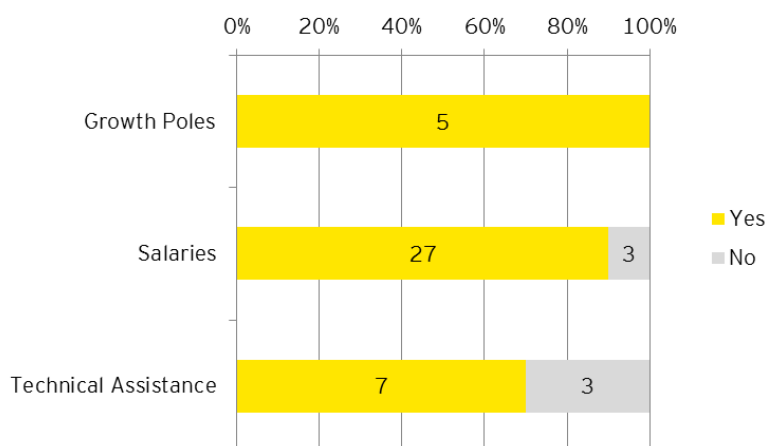
Project Groups 3 (Support for financing salary expenditures)

- ▶ Improved **quality of communication** and collaboration among Beneficiaries and MAs
- ▶ **High absorption rate** at project level and, as consequence, at OPTA level
- ▶ Positive impact on the **State Budget** (e.g. addition financial resources previously allocated to pay salaries can be reallocated to other relevant policies)
- ▶ Reduced value of irregularities
- ▶ The only mentioned (unexpected) negative effect is related to tension created among civil servants and it is due to the different salary system for the ones not involved in the management and implementation of Si

Actual needs of the beneficiaries for possible future technical assistance facilities

136. The first things that should be underlined is that there is a strong perceived need to implement other projects of Technical Assistance in the new programming period 2014-2020: 86% of respondents (39 out of 45) think that there is a need to implement similar projects during next programming period 2014-2020. The following figure shows the results per project group.

Figure 19: Do you think there is a need to implement other projects of Technical Assistance in the new programming period 2014-2020?



137. Together with this generic need additional specific needs emerged from the cases studies. Firstly, Technical Assistance should support the development of specific and advanced skills (e.g. public procurement, financial management and controls) for experienced staff and basic skills for new joiner entering in the system. Secondly the need analysis at project level should be improved in order to define credible objectives and outputs. Finally, an effort should be made to reduce the administrative burden and to increase the coordination between the structures in charge of the management of Si

Conclusion

138. The Technical Assistance support given by the OPTA was effective; however its effects have been reduced by the following contextual factor: low quality of the supply of Technical Assistance services in the market; the insufficient administrative capacity for conducting public procurement; the weak connections between TA activities and other interventions

(e.g. training); not sufficient number of staff dedicated to the management and implementation of SI; frequent changes in the legislative framework

- 139.** Most of the institutions that benefitted from KAI 1.1 decided to implement their projects because they want to improve capacity, performance and staff motivation. This is most valid for projects supporting the salary expenditure. In other cases the exchange of experiences and information and the development of coherent guidelines and manuals were the motivation behind the beneficiaries' participation in the projects
- 140.** Projects funded under KAI 1.1 mainly produced a reduction of staff turnover and improvement of staff performance and staff capacity. This is due to the fact that most of them were supporting the salary expenditures of instructions involved in the management and implementation of SI. However the other projects (i.e. projects included in groups 1 and 2), contributed to increase knowledge of staff in the practicalities of implementing the Structural Instruments and to reduce the inhomogeneity of capacity for the management of the EU SI and on time mobilization of resources for the preparation of the new programming period.
- 141.** These expected impacts are all visible and are mainly due to the projects implemented under KAI 1.1. However a contribution of training activities performed under OPTA or under other OPs cannot be excluded

6. Sustainability of the achieved progresses

EQ 4 To what extent the achieved progresses are sustainable in the long term?

6.1 Description of the evaluation process

142. The aim of this EQ is to identify whether the achieved progress is **sustainable after the completion of the intervention**. The analysis was mainly based on the information collected through the **19 specific case studies**. In particular, the Evaluation team collected information concerning:

- ▶ Financial and human resources used for implementing the interventions
- ▶ Problems encountered and possible solutions to be implemented in the future
- ▶ Success factors of the implemented interventions
- ▶ Sustainability of the results after the completion of the intervention
- ▶ Replicability of the project
- ▶ Possible sources of financing during the new programming period

143. The tables below summarize the data analysis and collection tools and the primary and secondary sources of information applied to answer to this question.

Table 9: Data analysis and collection tools used for EQ 4

Data analysis / collection tools	Final Report
Data analysis tools	
The analysis was performed based on the interviews held with the project managers and reflected in the case studies.	<input checked="" type="checkbox"/>
Data collection tools	
Desk research	<input checked="" type="checkbox"/>
Focus group (no. 1) with relevant stakeholders	<input checked="" type="checkbox"/>
Online questionnaire with beneficiaries	<input checked="" type="checkbox"/>
Case studies/Interviews with project managers	<input checked="" type="checkbox"/>
Focus group (no. 2) for validation of results and recommendations	<input checked="" type="checkbox"/>

144. Table 10: Primary and secondary sources of information used for EQ 4

Source of information	Primary sources	Secondary sources
Minutes of the interview	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Minutes of focus group no.2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
OPTA 2007-2013, Annual Implementation Reports, Financing Requests, Financing Contracts and Addendums, Financing Decisions, Progress Implementation Reports, Centralizing document provided by the Ministry of European Funds, with the updated progress of the selected projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

6.2 Findings

Overall, sustainability in the case of projects under which staff expenditure is reimbursed is moderate to high

145. Staff-related expenditure (gross salaries of personnel and employers' contribution) continues to be eligible under POAT 2014-2020, as well as under TA Priority Axes of ROP II and OPAC. Moreover, in the case of most institutions involved in the projects under which staff-related expenditure will be reimbursed are already under preparation or planning. Thus it is to be expected that the contribution to positive effects in terms of attracting and maintaining qualified and motivated personnel (staff turnover) and efficiency and effectiveness of programming, coordination, financial management and control identified above will be maintained.
146. However, this seems to be the case for the short and medium run; uncertainties exist for the long run. At this moment it is uncertain whether financial allocations are sufficient to sustain reimbursement of staff-related costs for all institutions envisaged for 5 years (2016-2020). If this scenario materialises, and if, consequently, level of remuneration decreases, there is a moderate risk that staff fluctuation escalates and capacity of institutions declines as highly qualified staff may be replaced by less experienced human resources. Needless to say, such a development may negatively affect sustainability of outputs and results under other OPTA 2007-2013 interventions, as well (e.g. under KAI 1.3).

Sustainability of outputs obtained under projects targeting the development of a new product depends on their effective utilization and their update in accordance to changes in the legislative framework

147. As revealed by the case study undertaken for this evaluation, a series of relevant outputs and results have been produced by projects implemented under KAI 1.1: (1) studies/analyses/methodologies to underpin functions such as programming and project development, but also monitoring and verification and control from public procurement perspective (e.g. TAF and National Council for Solving Complaints - NCSC), (2) IT solutions/data bases (e.g. RegAS for monitoring of state aid, NCSC complaints monitoring tool, data bases for monitoring territorial indicators of MRDPA).
148. Their sustainability varies from high to moderate/at risk. Outputs produced in order to sustain the development of the Territorial Development Strategy for Romania (SDTR) and the Strategy itself are highly sustainable as they have been already taken up in programming documents for 2014-2020, starting with the Partnership Agreement. The Strategy will be enforced by a Governmental Decision and thus will be applicable across the country. The beneficiary has high ownership on project's outputs and outcomes, has already identified further needs and financing sources. In this context it is essential that complementarity is ensured between OPTA and OPAC, and overlapping between the two is avoided.
149. While several outputs and outcomes under the TAF can be classified in the same category of highly sustainable due to adequate utilization by beneficiaries, projects (still under implementation) by Competition Council and NCSC seem more at risk from a sustainability perspective. Insufficient dissemination and training activities targeting RegAS's users (around 3000 at all levels of administration) have been carried out and, in this context, it is expected that the activity of data entry, as well as the utility of the application for MAs and IBs will be medium to low. Taken up of NCSC outputs and thus, improvement of public procurement capacity as a result of their utilization by the SIs management and implementation system is still awaited.

Sustainability of projects aiming to complement capacity in beneficiary institutions (i.e. experts contracted) and/or to strengthen it (i.e. through exchange of experience) depends on (1) genuine taken up of projects outputs and (2) staff turnover and (3) criteria used to select external experts and participants in exchange experience activities

150. Exchange of experience in the form of participation to different types of events and capacity building exercises in other member states of the EU remain sustainable as a majority of the MEF staff involved has continued their activity in its framework. Moreover, they have contributed to the development of the 2014-2020 programming documents, institutional and procedural framework, based on experience gained in the above-mentioned events.

151. On the other side, there is room for improvement as regards capitalizing on and maintaining knowledge brought by external experts contracted to support structures with different SIs-related tasks, including control and verification of requests for reimbursement. The relevance of both types of activities also in the 2014-2020 programming period is already identified both by beneficiaries and MAs/IBs, their financing is ensured under the new programmes and to a certain extent financing requests are already under preparation for this purpose.

152. The key, horizontal risks to sustainability to projects under KAI 1.1 and their outputs/outcomes are: institutional and legislative instability (i.e. absorption of IBs under MEF's framework and new Remuneration Law), lack of an effective HR-, performance-based management system built around motivation¹⁰ and insufficient relevant capacity building activities carried out at individual level.

Conclusions

153. Overall, sustainability in the case of projects under which staff expenditure is reimbursed is moderate to high and is correlated to staff turnover and availability of financial resources

154. Sustainability of outputs obtained under projects targeting the development of new products (e.g. guidelines, manuals, etc) depends on their effective utilization and their update in accordance to changes in the legislative framework.

155. Sustainability of projects aiming to complement capacity in beneficiary institutions (i.e. experts contracted) and/or to strengthen it (i.e. through exchange of experience) depends on (1) genuine taken up of projects outputs and (2) staff turnover.

¹⁰ Currently developed by WB and awaiting implementation. See also
<http://www.businessballs.com/herzbergmotivationdiagram.pdf>

7. Implementation mechanisms

EQ 5

What mechanisms have been implemented or are necessary to facilitate the effectiveness and the sustainability?

7.1 Description of the evaluation process

157. The aim of this EQ was to identify and analyse all mechanisms (e.g. types of interventions, institutional arrangements, selection of operations) that hampered or facilitated the progress. At the same time, the key contextual features which ensure the sustainability were identified.

158. The Evaluation team analysed relevant documents at programme level (i.e. Operational Programme Technical Assistance, Annual Implementation Reports, Framework Implementation Document) and project level (i.e. Financing Contract, Progress Reports) in order to understand the design of the intervention. At the same time information from the case studies has been used.

159. This analysis is carried out by type of project, for each of the three types covered by this evaluation: (1) Technical Assistance (TA), (2) Support for the coordination of Integrated Plans for the development of Growth Poles (GP) and (3) Support for financing salary expenditures (SE).

160. The table below summarizes the evaluation activities performed, as well as the data analysis and data collection tools applied by the Evaluator.

Table 11: Data analysis and collection tools used for EQ 5

Data analysis / collection tools	Final Report
Data analysis tools	
Identifying and analysing the mechanisms that hampered or facilitated the progress based on documents at programme and project level, as well as on the interviews that were reflected in the case studies	<input checked="" type="checkbox"/>
Data collection tools	
Desk research	<input checked="" type="checkbox"/>
Focus group (no. 1) with relevant stakeholders	<input checked="" type="checkbox"/>
Online questionnaire with beneficiaries	<input checked="" type="checkbox"/>
Case studies/Interviews with project managers	<input checked="" type="checkbox"/>
Focus group (no. 2) for validation of results and recommendations	<input checked="" type="checkbox"/>

161. Table 12: Primary and secondary sources of information used for EQ 5

Source of information	Primary sources	Secondary sources
Minutes of the interview	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Minutes of focus group no.2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
OPTA 2007-2013, Annual Implementation Reports, Financing Requests, Financing Contracts and Addendums, Financing Decisions, Progress Implementation Reports, Centralizing document provided by the Ministry of European Funds, with the updated progress of the selected projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Findings

7.2 Findings

Technical Assistance (Project group 1)

162. As regards TA projects, a series of mechanism that facilitated or hampered the implementation progress and their effectiveness and sustainability have been identified by the impact evaluation.

163. **Mechanisms positively affecting effectiveness and sustainability** refer to framework agreements as approach taken for public procurement, financing a dedicated team to adequately manage the project and use the exchange of experience approach in order to build up capacity of staff.

- ▶ **Framework agreements** created a more stable context for rapidly procuring the needed services for the institutions involved in the implementation of Sis. Similarly, teaming up and creating partnerships with academic institutions to implement projects enhance outputs' quality and thus, their effectiveness and sustainability.
- ▶ The stability of the **project team**, as well as its adequate composition in terms of number and qualifications constituted a success factor for project quality. These pre-conditions are favoured by adequate remuneration and overall institutional stability.
- ▶ While KAI 1.1 is not dedicated (as KAI 1.3) to training, capacity building activities are needed if impacts expected are to be obtained and sustained. **Exchange of experience** between staff of institutions involved in the Sis implementation and management in Romania and counterparts in other EU MSs conducted to sustainable effects (on the background of a low staff fluctuation) as supply side of services on the national scene is not sufficiently strong in a first programming period experienced by the country.

164. **On the reverse side**, projects are not always underpinned by a through need analysis and public procurement complexity and, consequently, approaches taken constituted factors which undermined the effectiveness and sustainability of TA projects.

165. Concurring evidences collected under the case study indicate that needs analysis at project level is insufficiently thought out (i.e. in terms of activities/services needed, their timing in the programme implementation cycle, their target group and beneficiaries). In this context, activities, their mix, sequence and planning and especially the quantification of outcomes could not be undertaken adequately in the project development phase, and this, in turn, posed challenges during project implementation in terms of preparation of ToRs and obtaining the outputs envisaged. Consequently, as the theory of change at project level was less adequate in several of its elements, some expected outputs and outcomes were not obtained, not obtained timely or of the required quality, which obviously undermines effectiveness and sustainability. Applying "the lowest price" awarding principle in public procurement processes in order to have at disposal the needed services on time, further negatively affected project implementation.

Support for the coordination of Integrated Plans for the development of Growth Poles (Project Group 2)

166. As regards the projects financed under the KAI 1.1 for the support for the coordination of Integrated Plans for the development of Growth Poles (GP) the main factor which contributed to their **success** was the financing available under OPTA. Without the activities carried out under KAI 1.1 of OPTA the knowledge and capacity of local authorities in the management and implementation of SIs would have been more limited. Similarly, the coherence of projects funded by different OPs that were included in the Integrated Development Plans (IDP) would have been less optimal, thus one of the most important precondition for the IDPs' effectiveness and sustainability wouldn't have been in place. Furthermore, the presence and continuity of a project management team, with technical competences and no political affiliation had a clear added value as regards smooth project implementation and outputs quality assurance.

167. While with OPTA support the Growth Poles managed to book progress in terms of capacity of local authorities to implement SIs, there is still significant **room for improvement** in this regards. The limited number of staff in place at the level of local authorities, still insufficiently experienced in strategic design, project planning and implementation and overloaded negatively affected the projects' effectiveness and sustainability.

Support for financing salary expenditures (Project Group 3)

168. As in the case of the previous type of projects financed under OPTA 2007-2013, also from the perspective of interventions under which salary expenditures is reimbursed the flexibility of the programme in accommodating newly eligible activities constitutes a factor **underpinning effectiveness**. The plus in terms of level of staff motivation obtained due to remuneration secured through reimbursement under SIs would not have been in place in the absence of the OPTA projects.

169. The only factor **negatively affecting** their implementation and, ultimately, effectiveness is represented by the high administrative burden placed on beneficiaries (and MA) by the complex and continuous changes in the rules and procedures related to project implementation, mainly eligibility of expenditures and elaboration of requests for reimbursement. Frequent changes in operational procedures and requirements related to requests for reimbursement negatively affect projects effectiveness and sustainability as they take away resources from project substance and concentrate them on administrative activities. This has occurred despite an overall supportive and collaborative approach of MA OPTA staff. In this context, there is a stringent need for an open management information system on which relevant documents can be uploaded and accessed by relevant stakeholders.

Conclusions

170. The following mechanism facilitated the effectiveness and the efficiency of the TA projects: framework agreements as approach taken for public procurement, financing a dedicated team to adequately manage the project and use the exchange of experience approach in order to build up capacity of staff. However the weak need analysis performed at project level, the complexity of public procurement and the selection of TA supplier based on the lowest price limited their impacts.

171. The following mechanism facilitated the effectiveness and the efficiency of the Support for the coordination of Integrated Plans for the development of Growth Poles: The flexibility of OPTA in accommodating newly identified beneficiaries and the presence and continuity of a Project management team (with technical competences and no political affiliation). However the low number of dedicated staff at the level of local authorities (with experience in managing SI) limited the strategic design, plan and implementation of the project, thus reducing the effects of the projects.
172. The flexibility of OPTA in accommodating newly eligible activities contributed to the effectiveness and the efficiency of the project supporting salary expenditure. However the high administrative burden and continuous changes in the procedures (e.g. for the reimbursements) had a negative impact on the workload of the project management team.

8. Synthesis of case studies

8.1 Description of the evaluation process

173. The aim of this chapter is to provide a more thorough overview on the results obtained from the interviews and the conclusions that emerged per each project group from the 19 case studies.
174. A case study template defined a common structure for all the case studies. While there were differences in the type and amount of information reported under the different headings, defining a common structure was of key importance to enable the cross-case analysis of the information collected during the data and collection phase. The methodology used for the case studies is presented in Annex 8.
175. The structure of the case studies was defined and validated with the Beneficiary in the Inception Report and was refined before drafting the case studies. In the case study was first presented some general information about the project (i.e. details on the beneficiary, duration of the contract, project status, planned activities, implemented activities, problems identified at the project level, financial and physical progress, human resources used to implement the project).
176. In order to respond to the evaluation questions there were defined dedicated sections, where there was collected information regarding the expected and unexpected effects of the project, the project's sustainability and implementation mechanisms. Each case study presented a section of conclusions that addressed the relevance of the project in comparison with the allocation of funds per project group and from the total allocation of ERDF funds, the coherence of objective and activities with the reconstructed LOI of KAI 1.1, the coherence of impacts with respect to expected impacts of KAI 1.1, sustainability of impacts, lessons learned and recommendations that emerged from the interviews.
177. The primary and secondary sources of information used to realise the case studies were the minutes of the interviews and documents at programme and project level such as Annual Implementation Reports, Financing Requests, Financing Contracts and Addendums, Financing Decisions, Progress Implementation Reports, Centralizing document provided by the Ministry of European Funds, with the updated progress of the selected projects.

8.2 Conclusions emerged from the analysis of the case studies

Project Group 1: Technical Assistance

178. In terms of relevance, all six projects are of high relevance in term of funds allocated to them. The projects were selected among the highest funded in this project group and some of them managed to cover quite an important ERDF contribution from all the 95 projects analysed (i.e. 2.76% or 6.91%). When this was not the case the projects were chosen

following the "purposive sampling approach"¹¹, the activities funded being eloquent and addressing critical topics that emerged either in the 2007-2013 programming period (i.e. exchange of experience activities on technical assistance; activities focusing on the public procurement dimension of the management and implementation of structural instruments; activities providing horizontal support to authorities involved in the management of SI) or that were considered to be necessary in the preparation for the 2014-2020 period (i.e. developing tools and models to support the strategic territorial planning).

179. The objectives and implemented activities project group 1 are coherent with the reconstructed LOI of KAI 1.1. Moreover, the effects of these projects contributed most (4 projects out of 6) to the achievement of the short term impact *homogenous capacity for the management of SI* and half of the projects (3 projects out of 6) to the following short term impacts *standardization of tools, information and procedures for the management and implementation of the SI, the increased knowledge of staff in the practicalities of implementing the Structural Instruments, increasing the experience among most of the MAs and IBs in the area of financial management and control and on time mobilization for the implementation of the new programming documents.*
180. Therefore almost all projects (5 projects out of 6) contributed to the medium-term impact of a *more effective coordination of programming, financial management, monitoring and control of the Structural Instruments.* From this project group only project with SMIS 5086 "Technical Assistance Facility" contributed to the medium-term impact *reducing overlaps of OPTA with the other OPs during implementation.*
181. Regarding the sustainability of projects, more than half (4 projects out of 6) are considered to have a moderate level of sustainability, the rest being at risk due to the contextual factors that either influenced the success of the activities during the implementation (i.e. inadequate and un-updated needs analysis, problems in the tendering of technical assistance services) or that appeared towards the end of the programming period (i.e. the reform of the public procurement procedures which is expected to occur).
182. From the case studies it can be noticed that the lessons learned referred not only to the project implementation process but also to the nature of the activities funded. When mentioning the project implementation process it was underlined the need of flexible framework contracts which can quickly and punctually address the needs of institutions involved in the management of structural instruments in the new programming period, the selection and tendering criteria/procedures for service providers and external experts proved to be crucial in ensuring a high quality of technical assistance and the remuneration of the project team should be regulated in a clear manner and should be based on a reliable methodology. Furthermore it was stressed that the bureaucratic rigidity hampered the cooperation with the Managing Authority.
183. From the implemented activities perspective, it can be emphasized that the exchanges of experience with other Member States were an useful way to increase the knowledge of the staff involved in structural instruments, and also the exchanges of information and

¹¹ The "purposive sampling approach" was proposed by Paul Oliver and Victor Jupp in their 2006 article, "Purposive sampling" (Oliver & Jupp, 2006, "Purposive sampling", the SAGE dictionary of social research methods, Sage).

knowledge between different institutions in Romania activating in the management of SI contributed to a more coherent approach in the staff's daily work. The importance of performing an adequate and thorough need analysis in the ex-ante phase of the project was a point stressed during the interviews and considered of a high importance even for the future projects.

Project Group 2: Support for the coordination of Integrated Plans for the development of Growth Poles

184. The two projects selected to be thoroughly analysed were relevant mainly in terms of the distribution of ERDF funds.
185. The objectives and implemented activities are consistent with the reconstructed LOI of KAI 1.1, as the main focus was to support the coordination of the preparation and implementation of the Integrated Development Plans of the Growth Poles.
186. Through the technical expertise provided to the local authorities, the collaborative networks built, the synergies created between the projects proposed in the IDP, the exchanges of experience and trainings that were organized, these projects contributed to the short term impacts: *homogenous capacity for the management of SI, the standardization of the information regarding the management and implementation of Structural Instruments and the increased knowledge of the team responsible for the coordination of the IDP and other entities involved in the IDP projects*. While on medium term the projects contributed to an *effective coordination of programming, monitoring, financial management and control of the Structural Instruments*, no coherence was ensured related to the coordination of the internal audit of Structural Instruments. The same exception (internal audit process) can be named also when referring to the coherence with the long term impact of KAI 1.1.
187. Following the analysis of the case studies, it was underlined that the level of sustainability of impacts is quite high on medium term: the project increased the interest and willingness of local authorities in the strategic and integrated approach used for planning and implementing urban development projects and they also lead to the development of communication and collaboration mechanisms.
188. If the financing under SI will not continue to be available and if the economic and political context will become less favorable to investments, there is a risk the projects designed at regional level to be less coherent, consistent and interlinked, which in turn might determine a less coordinated activity and homogenous capacity, thus contracting the impact sustainability of KAI 1.1 on long term.
189. The lesson learned that can be withdrawn from these projects refer to the lack of correlation between the calendars of implementation of different operational programmes which lead to difficulties in the implementation and hampered the creation of synergies. Furthermore it was underlined that the dedicated procedures, information and communication flows had an important role in the implementation of the project.

Project Group 3: Support for financing salary expenditures

190. The eleven projects analysed are considered relevant both in terms of allocation of funds, as these have received most of the ERDF contribution within this project group and of type of beneficiaries, which is quite heterogeneous ensuring thus a better institutional picture.
191. Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the projects's objective is consistent with the expected result on the short term, i.e. *reducing staff turnover* as the main focus of these projects was on increasing the motivation of staff

and supporting the remuneration system. Furthermore, the implemented activities are in line with the indicative activities proposed in the OPTA. Regarding the expected medium term impacts, overlap between OPTA 2007-2013 and Technical Assistance Priority Axis of other Operational Programmes (i.e.ROP and OPAC) were avoided as salary costs were covered only under OPTA.

192. For the long run the projects have contributed to an efficient and effective programming, monitoring, financial management, verification and control, as the partial reimbursement of salary of staff involved in all these areas facilitated the stability of staff, an essential precondition for further capacity optimization.
193. In terms of sustainability if this type of activity continues to be funded through SIs in the next programming period, impacts can be sustained on a long term (3 to 5 years). In the case of ceasing the partial financing of the staff expenses through SIs, there is a risk that the pressure placed on the state budget by these expenditures in a less favorable economic context might lead to capping of salaries and number of staff, which, in turn, might determine a higher staff fluctuation and limitation of KAI 1.1's impact sustainability.
194. The previous programming period emphasized on the need of clearly defining methodological and procedural arrangements at the beginning of the projects in order to avoid confusion and follow a more coherent and unitary approach.

9. Conclusions and Recommendations

195. Considering the programming period 2007 - 2013, an important improvement in terms of basic skills and knowledge has been achieved within the institution involved in the management and implementation of Structural Instruments. This progress is more evident at central level than local/regional level. However, the development of advanced skills is still needed in specific areas (e.g. public procurement, project management, strategic planning, time management, legislation as well as for team building, communication and negotiation).
196. During the same period an improvement of the administrative capacity and of motivation of staff involved in the management and implementation of Structural Instrument also emerged. This improvement is demonstrated by a reduce staff turnover assured by financial incentives for staff with functions related to Structural Instruments.
197. Projects funded under Key Area of Intervention 1.1 were mainly effective in increasing the stability and motivation of staff involved in managing and implementing Structural Instruments. This effects is mainly due to the funds allocated for supporting the salary expenditure (i.e. around the 80% of the total budget allocated to the projects under evaluation)
198. Projects aimed at increasing capacity in beneficiary institutions (i.e. experts contracted) and at strengthening it (i.e. through exchange of experience) had a limited effectiveness due to: contextual factors, limited budget allocated and weak need analysis at project level.
199. Projects aimed at producing supporting tools (i.e. manual, guidelines) had a limited effectiveness because of the lower take up of them.
200. Support for the coordination of Integrated Plans for the development of Growth Poles was effective and contributed to an improvement of the capacity of local authorities. However progresses are still needed
201. Finally, the administrative absorption capacity of European Structural and Cohesion funds is still insufficient in Romania and this is mainly due to the fact that the overall context is still characterized by a complex implementation system with: high administrative burden, heterogeneous capacity in managing Structural Instruments, rigid and complicated procedures and different interpretation of the procedures (e.g. public procurement) between MAs, IBs and the auditors.
202. Therefore, the risk of a not efficient effective use of Structural Instrument still remains for the incoming programming period.
203. In order to increase the effectiveness of the Technical Assistance It might be important to implement the following Reccomendations:

Recommendation 1. The support of salary expenditures should also continue during the next programming period in order to sustain the reduced staff turnover and the higher stability of the system. However, together with this it might be useful to promote a more effective performance measurement system for staff involved in coordinating, managing and

controlling Structural Instruments. This might increase the performance and the capacity of them.

Recommendation 2. Monitoring the existence of possible gaps of competencies within central and local institutions involved in managing and implementing SI can increase the effectiveness of TA facilities and the capacity of staff. This can be done by introducing a competency framework at level of MAs, IBs, AA, CPA. An example have been developed by DG Regio.

Recommendation 3. Promoting a more effective performance measurement system for staff involved in coordinating, managing and controlling Structural Instruments (e.g. using the performance system developed by World Bank) can have positive effects on staff performance and motivation.

Recommendation 4. The use (and of the updated) of outputs produced under the Technical Assistance should be monitored in order to promote and increase their use

Recommendation 5. Tools produced under the Technical Assistance projects should be available (e.g. on line) for all relevant stakeholders and specific dissemination events should be organized to emphasized the positive effects of the Technical Assistance facilities.

Recommendation 6. The Managing Authority of the Operational Programme Technical Assistance should performs a need analysis in collaboration with the potential beneficiaries. The result of this analysis can assure a higher coherence between the logic of intervention at programme level and the logic of implementation at project level.

Recommendation 7. The need analysis and the map of possible gaps of competencies can be used to identify the activities for which the use of external experts is still required. However new selection criteria for Technical Assistance suppliers should be defined and they should be based more on the quality than on price of the service. The identification on new selection criteria can be done based on international best practices.

Recommendation 8. A periodic update of the need analysis in collaboration with the beneficiaries will be necessary for the identification of possible uncovered needs due to changes in the context.

204. The following table presents the main conclusions of the IE and the recommendations formulated by the Evaluator in order to increase the effectiveness of future TA actions.

Table 13:

Conclusions	Recommendations	Expected impacts	Responsible body	Timeline
C.1 Financial incentive for staff in charge of the management and implementation of SIs were effective in increasing staff motivation. An higher stability has been reached but staff turnover is still an issue especially at local level (i.e. Regional Intermediary Bodies)	R.1 Support salary expenditures during the next programming period.	Increased staff motivation and stability	MA of OPTA	Continuous process: 2016 - 2020
C.2 Technical assistance activities funded under KAI 1.1 contributed to increased knowledge and capacity of staff in charge of the management and implementation of SIs. Staff involved in the management and implementation of SI acquired the basic competencies in the key area. However they still need support with regard to specific topics such as public procurement, project management, strategic planning, time management, legislation as well as for team building, communication and negotiation, financial management and controls	R.2 Monitoring/mapping the existence of possible gaps of competencies within central and local institutions involved in managing and implementing SI. This can be done by introducing a competency framework at level of MAs, IBs, AA, CPA. An example has been developed by DG Regio. R 3 Promote pilot projects for the use of a more effective performance measurement system for staff involved in coordinating, managing and controlling Structural Instruments (e.g. using the performance system developed by World Bank).	Increased effectiveness of TA facilities and the capacity of staff	Institutional Working Group for TA and HR	By April 2016
C.3 Administrative capacity of staff involved in the management and implementation of SI can still be improved especially at local level. Room for improvement are related to financial management, monitoring and control		increase staff performance and motivation	Institutional Working Group for TA and HR	Continuous process: 2016 - 2020
C.4 The effectiveness of supporting tools (as ICT tools, guidelines, manuals, etc...) depends on their effective utilization and their update in accordance to changes in the legislative framework	R.4 Periodic monitoring of the update and the use of outputs of TA projects R.5 Tools produced under the Technical Assistance projects should be available (e.g. on line) for all relevant stakeholders and specific dissemination events should be organized to emphasized the positive effects of the	Higher effectiveness of TA outputs	Institutional Working Group for TA and HR	Continuous process: 2016 - 2020

	Technical Assistance facilities			
C.5 Projects aimed at increasing capacity in beneficiary institutions (i.e. experts contracted) and at strengthening it (i.e. through exchange of experience) had a limited effectiveness due to: contextual factors, limited budget allocated and weak need analysis at project level.	<p>R.6 Performing a need analysis in collaboration with the potential beneficiaries.</p> <p>R.7 The need analysis and the map of possible gaps of competencies can be used to identify the activities for which the use of external experts is still required. However new selection criteria for Technical Assistance suppliers should be defined and they should be based more on the quality than on price of the service. The identification on new selection criteria can be done based on international best practices.</p> <p>R.8 A periodic update of the need analysis in collaboration with the beneficiaries will be necessary for the identification of possible uncovered needs due to changes in the context.</p>	Higher coherence between the logic of intervention at programme level and the logic of implementation at project level.	MA of OPTA	By April 2016
<p>C.8 Effectiveness of Technical Assistance activities is strictly related to:</p> <ul style="list-style-type: none"> - the quality of Technical Assistance supplier in the market; - the internal capacity of institutions to conduct public procurement; - the coordination with other types of interventions (e.g. training); - staff turnover; - change in the legislative framework <p>C.9 The flexibility of OPTA in accommodating newly identified beneficiaries and activities contributed to the effectiveness of the KAI 1.1</p>	See R. 2-4-5-6-7-8	N/A	N/A	N/A

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10. Annexes

Annex 1. List of projects under the scope of the evaluation

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
1.	Improvement of the indicator system used in monitoring and evaluation of Operational Programmes and National Strategic Reference Framework	4535	1	Central Government	Unitatea Centrală de Evaluare/ACIS	455,376	Approved	Angelica Vladescu, tel: Int 0372838689; e-mail: angelica.vladescu@fonduri-ue.ro
2.	Technical assistance facilitation	5086	1	Central Government	Direcția Asistență Tehnică/ACIS	12,912,898	Approved	Dorin Dorian, tel: 0373838872, 0749064618, e-mail: dorin.dorian@fonduri-ue.ro
3.	Study on identification of priority directions of the reform of the Cohesion Policy after 2013 from the perspective of Romania	5538	1	Central Government	Direcția Analiză și Programare/ACIS	99,912	Finalised	Irina Nechifor, 0372838731, irina.nechifor@fonduri-ue.ro
4.	Support for the coordination of the implementation of the integrated development plan of Iasi growth pole	14409	2	Regional Development Agency	ADR Nord Est	2,197,222	Approved	Cristian Zama, tel:0233.218.071, e-mail: cristizama@adrnordest.ro
5.	Support for the coordination of the implementation of the integrated development plan of growth pole Brasov	14410	2	Regional Development Agency	ADR Centru	2,376,962	Approved	Mihaela Oroian, tel: 0258.818.616, e-mail: mihaela.oroain@adrcentru.ro
6.	Support for the coordination of the implementation of the integrated development plan of growth pole Constanta	14884	2	Regional Development Agency	ADR Sud Est	3,088,623	Approved	Ionela Enache, tel: 0339 401 018, 0722 434 157, e-mail: ionela.enache@adrse.ro
7.	Support for the partial financing of the staff expenditures incurred by Ministry of Finance staff involved in the coordination, management and control of structural instruments	15182	3	Central Government	Ministerul Finanțelor Publice	5,948,762	Finalised	Lacramioara Alexandru, tel: 021.319.97.59, int.2409, fax: 021.311.64.44, lacramioara.alexandru@mfina nte.r
8.	Support for the coordination of the implementation of the integrated development plan of growth pole Craiova	15276	2	Regional Development Agency	ADR Sud Vest Oltenia	2,386,125	Approved	Carmen Visan, tel: 0251.411.869, e-mail: carmen.visan@adroltenia.ro

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
9.	Support for the coordination of the implementation of the integrated development plan of growth pole Craiova	16322	2	Regional Development Agency	ADR Vest	1,426,135	Approved	Adrian Mariciuc, tel: 0256.491.923; e-mail: office@adrvest.ro
10.	Support for the partial financing of the staff expenditures incurred by the Regional Intermediate Body for Sectoral Operational Programme Human Resources Development - Northeast Region for personnel involved in the management of structural instruments	16667	3	IB	OIR POS DRU regiunea Nord Est	1,657,168	Finalised	Serediuc Ioan, tel. 0233.231.950
11.	Support for the partial financing of the staff expenditures incurred by CNDIPT-OIRPOSDRU for personnel involved in the management of structural instruments	17597	3	National Agencies	Centrul Național de Dezvoltare a Învățământului Profesional Tehnic	2,355,840	Finalised	Ciobanu Gabriela Liliana, teș 021.311.11.62, cndiptoiposdru@tvet.ro
12.	Support for the partial financing of the staff expenditures incurred by ANCS for personnel involved in the management of structural instruments	17614	3	National Agencies	Autoritatea Națională pentru Cercetare Științifică	2,847,092	Finalised	Doru Zafiu; tel: 0746,027,573, e-mail: doru.zafiu@ancs.ro
13.	Support for the partial financing of the staff expenditures incurred by OIRPOSDRU Center personnel involved in the management of structural instruments	17803	3	IB	OIR POS DRU regiunea Centru	1,972,105	Approved	Halalai Vioreca, tel: 0358401655, e-mail: vioreca.olar@oirposdrucentru.ro
14.	Support for the partial financing of the staff expenditures incurred by the NEA for personnel involved in the management of structural instruments	17804	3	National Agencies	Agenția Națională pentru Ocupare a Forței de Muncă	1,035,064	Finalised	Cristian Barbu, Tel: 021.303.98.31, fax: 021.303.98.38, e-mail anofm@anofm.ro
15.	Support for the partial financing of the staff expenditures incurred by MIA personnel involved in the management of structural instruments	18194	3	Central Government	Ministerul Administrației și Internelor	3,632,727	Finalised	Carmen Elena Dobrota, 021.316.69.90,
16.	Partial funding for support staff costs incurred by OIR POSDRU BI personnel involved in the management of structural instruments	18685	3	IB	OI POS DRU BI	1,026,981	Finalised	Iorga Dragos Adrian, tel 021.319.12.80, office@oiposdrubi.ro
17.	Support for the partial financing of the staff expenditures incurred by MDRT for personnel involved in the management of ROP	19976	3	Central Government	MDRAP	13,470,003	Finalised	Jana Mitroi, tel: 0372,11,14,47, e-mail: jana.mitori@mdrap.ro
18.	Support for the partial financing of the staff expenditures incurred by the Ministry of Transportation and Infrastructure for the personnel involved in the management of structural instruments	20161	3	Central Government	Ministerul Transporturilor și Infrastructurii	4,152,471	Finalised	Alexandru Serban Cucu, 021.319.61.47; Serban.cucu@mt.ro

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
19.	Support for the partial financing of the staff expenditures incurred by the Romanian Court of Accounts for the Audit Authority staff involved in controlling structural instruments	20162	3	Audit Authority	Curtea de Conturi a României	9,776,972	Finalised	Marilena Mihai tel: 021 264 1367 e-mail: marilena.mihai@rcc.ro
20.	Support for the partial financing of the staff expenditures incurred by ISMB for personnel involved in the management of structural instruments	21020	3	School Inspectorate	Inspectoratul Școlar al Municipiului București	245,255	Finalised	Cristian Alexandrescu, 021.211.84.85, info@ismb.edu.ro
21.	Support for the partial financing of the staff expenditures incurred by ISJ Timis personnel involved in the management of structural instruments	21021	3	School Inspectorate	Inspectoratul Școlar Județean Timiș	284,802	Finalised	Marin Popescu, 0256.499.209; vest@oiposdru.edu.ro
22.	Support for the partial financing of the staff expenditures incurred by the School Inspectorate Cluj, for personnel involved in the management of structural instruments	21032	3	School Inspectorate	Inspectoratul Școlar Județean Cluj	216,464	Finalised	Erika Szarmari 0752440709
23.	Support for the partial financing of the staff expenditures incurred by CSI Braila for personnel involved in the management of structural instruments	21033	3	School Inspectorate	Inspectoratul Școlar Județean Brăila	203,112	Finalised	Pisica Nicoleta, tel: 0762671828
24.	Support for the partial financing of the staff expenditures incurred by ISJ Alba for personnel involved in the management of structural instruments	21034	3	School Inspectorate	Inspectoratul Școlar Județean Alba	312,317	Finalised	Alina Bud, tel: 0744225317, e-mail: alyna_bud@yahoo.com
25.	Support for the partial financing of the staff expenditures incurred by the Ministry of Environment and Forests for the personnel involved in the management of structural instruments	21035	3	Central Government	Ministerul Mediului și Pădurilor	12,205,516	Finalised	Lorant Para, 021.408.05.68;
26.	Support for the partial financing of the staff expenditures incurred by CSI NEAMT for personnel involved in the management of structural instruments	21037	3	School Inspectorate	Inspectoratul Școlar Județean Neamț	237,610	Finalised	Viorel Stan 0746659959
27.	Support for the partial financing of the staff expenditures incurred by Dolj County School Inspectorate for personnel involved in the management of structural instruments	21051	3	School Inspectorate	Inspectoratul Școlar Județean Dolj	154,012	Finalised	Bercea Florea Giorgica, 0351.407.395, isjdoj@isj.dj.edu.ro
28.	Support for the partial financing of the staff expenditures incurred by CSI Calarasi for	21572	3	School	Inspectoratul Școlar Județean	222,356	Finalised	Constantin Tudor, 0242.311.866;

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
	personnel involved in the management of structural instruments			Inspectorate	Călărași			isjcalarasi@gmail.com
29.	Support for the partial financing of the staff expenditures incurred by OIR South Muntenia HRD staff involved a structural instruments	22043	3	IB	OIR POS DRU regiunea Sud Muntenia	1,337,217	Finalised	Mirela Minodora Radoi, 242.314.042; mirela.radoi@fsesudmuntenia.ro
30.	Support for the partial financing of the staff expenditures incurred by OIR POSDRU SV Oltenia region for personnel involved in the management of structural instruments	23020	3	IB	OIR POS DRU regiunea Sud Vest Oltenia	1,393,506	Finalised	Mirela Trocan, tel: 0351.442.203; fax: 0351.442.202; e-mail: mirela.trocan@oirsvfse.ro
31.	Support for the coordination of the implementation of the integrated development plan of the Growth Pole Cluj - Napoca	23657	2	Regional Development Agency	ADR Nord Vest	1,796,919	Approved	Ana Maria Gorog, tel: 0256.491.923, e-mail: anamaria.gorog@nord-vest.ro
32.	Support for the partial financing of expenditure incurred by OIR POSDRU West Region for personnel involved in the management of structural instruments	24135	3	IB	OIR POS DRU regiunea Vest	1,352,844	Finalised	Dana Steleac, 0256.293.686; fax: 0256.293.680; dana.steleac@oirposdru-vest.ro
33.	Support for the partial financing of the staff expenditures incurred by MCSI for personnel involved in the management of Structural Instruments	24255	3	Central Government	Ministerul Comunicațiilor și Societății Informaționale	1,581,990	Approved	Sipica Cornel, tel: 0213114192, e-meil: cornel.sipica@mcsi.ro
34.	Support for the partial financing of the staff expenditures incurred by the Ministry of Economy, Trade and Business Environment for personnel involved in the management of structural instruments	24692	3	Central Government	Ministerul Economiei, Comerțului și Mediului de Afaceri	6,718,204	Finalised	Ionica Raicu, 021.202.53.57; 021.202.51.77; alina.maria@minind.ro
35.	Support for the partial financing of the staff expenditures incurred by OIR POS DRU SE Region for personnel involved in the management of Structural Instruments	24783	3	IB	OIR POS DRU regiunea Sud Est	1,443,620	Finalised	Voicu Emilia Ioana, 0239.610.749; 0239.613.301; oir_se@oiposdru.ro
36.	Support for the partial financing of the staff expenditures incurred by MECTS for personnel involved in the management of structural instruments	25375	3	Central Government	Ministerul Educației, Cercetării, Tineretului și Sportului	977,559	Finalised	cabinet ministru 021.405.62.55; fax: 021.312.47.19
37.	Support for the partial financing of the staff expenditures incurred by MMFPS for personnel involved in the management of structural instruments	25376	3	Central Government	Ministerul Muncii, Familiei și Protecției Sociale	2,188,912	Finalised	Ion Anghel, 021.315.72.29; secretargeneral@mmuncii.ro

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
38.	Support for the partial financing of the staff expenditures incurred by OIR NV HRD staff involved in the management of structural instruments	28582	3	IB	OIR POS DRU regiunea Nord Vest	1,385,100	Finalised	Ana Florica Cimpean, 0264.402.592; ana.cimpean@runv.ro
39.	Support for the exchange of experience with other EU Member States in order to improve coordination, management and control of structural instruments	33792	1	Central Government	Autoritatea pentru Coordonarea Instrumentelor Structurale (ACIS)	139,233	Finalised	Oana Lefter, 0372838860, oana.lefter@fonduri-ue.ro
40.	Support for factors involved in the structural instruments in order to optimize public procurement system	35292	1	National Agencies	Autoritatea Națională pentru Reglementarea și Monitorizarea Achizițiilor Publice	3,345,789	Approved	Cristina Banu, tel: 0755.078.056; e-mail: cristina.banu@anrmap.ro
41.	Support for the partial financing of the staff expenditures incurred by SGG for staff involved in the coordination, management and control of SI	37775	3	Central Government	Secretariatul General al Guvernului	900,472	Finalised	Ancuta Giura, int. 381, tel: 0752,196,002, e-mail: ancuta.giura@fonduri-ue.ro
42.	The development of tools and models to support strategic planning territorial programming period after 2013	38769	1	Central Government	MDRAP	1,698,570	Approved	Delia Popa tel: +40 749 196 946 e-mail: delia.popa@mdrap.ro
43.	Support for the partial financing of the staff expenditures incurred by OIR POS DRU Western Region in the period 2012-2015, for the staff involved in the management of structural instruments	40878	3	IB	OIR POS DRU regiunea Vest	2,873,968	Approved	Nicolina Zrzavecky, tel: 0256293680, e-mail: nicolina.zrzavecky@oirposdru-vest.ro
44.	Support for the partial financing of the staff expenditures incurred by the Regional Intermediary Body POS DRU in South West Oltenia period 2012-2015 for staff involved action in the management of structural instruments "	41320	3	IB	OIR POS DRU regiunea Sud Vest Oltenia	2,978,569	Approved	Mariana Cioaca, tel: 0651442203, int 112, e-mail: mariana.cioaca@oirsvfse.ro
45.	Support for the partial financing of the staff expenditures incurred by the Regional Intermediary Body POS DRU South East Region, in the period 2012-2015, for the staff involved in the management of structural instruments	41326	3	IB	OIR POS DRU regiunea Sud Est	3,719,062	Approved	Emilia Ioana Voicu, 0239.610.749, fax. 0239.610.749; emilia.voicu@fsesudest.ro; office@fsesudest.ro
46.	Study of potential concerning the development of Timisoara-Arad axis, center of polarization for development in Western Region	41339	1	Regional Development Agency	ADR Vest	144,049	Finalised	Adrian Mariciuc, 0256491981 adrian.mariciuc@adrvest.ro

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
47.	Improving the impact of Structural Instruments on the quality of life for West Region residents	41340	1	Regional Development Agency	ADR Vest	159,951	Finalised	Adrian Mariciuc, 0256491981 adrian.mariciuc@adrvest.ro
48.	Support for the partial financing of the staff expenditures incurred by the IB Regional Operational Programme Human Resources Development wet Muntenia region in the period 2012-2015, for the staff involved in the management of structural instruments	41353	3	IB	OIR POS DRU regiunea Sud Muntenia	2,622,191	Approved	Mariana Lungu, tel: 0239610749, 0239613301, e-mail: mariana.lungu@fsesudest.ro
49.	Support for the partial financing of the staff expenditures incurred by the Regional Intermediate Body for POS DRU North East Region, in the period 2012-2015, for the staff involved in the management of structural instruments	41366	3	IB	OIR POS DRU regiunea Nord Est	3,385,288	Approved	Serediuc Ioan, tel. 0233.231.950
50.	Support for the partial financing of the staff expenditures incurred by the IB Regional Operational Programme Human Resources Development Centre Region in the period 2012-2015, for the staff involved in the management of structural instruments	41372	3	IB	OIR POS DRU regiunea Centru	3,372,275	Approved	Maria Steau, tel: 0358401656, e-mail: maria.steau@oirposdrucentru.ro
51.	Support for the partial financing of the staff expenditures incurred by the Ministry of Environment and Forests, in the period 2012-2015, for the staff involved in the management of structural instruments	41446	3	Central Government	Ministerul Mediului și Pădurilor	27,283,752	Approved	Adela Olah, tel: 0213006278, e-mail: adela.olah@posmediu.ro
52.	Support for the partial financing of the staff expenditures incurred by the Ministry of European Affairs, in the period 2012-2015, for the staff involved in the coordination, management and control of the Structural and Cohesion Funds	41479	3	Central Government	Ministerul Fondurilor Europene	72,787,679	Approved	Ancuta Giura, int. 381, tel: 0752,196,002, e-mail: ancuta.giura@fonduri-ue.ro
53.	Support for the partial financing of staff costs incurred by the National Authority for Regulating and Monitoring Public Procurement, in the period 2012-2015, for the staff involved in the management of structural instruments	41535	3	Central Government	Autoritatea Națională pentru Reglementarea și Monitorizarea Achizițiilor Publice	4,363,970	Approved	Bogdan Paul Dobrin, 021.311.80.90, fax: 021.311.80.95, cristina.traila@anmap.ro

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
54.	Support for the partial financing of the staff expenditures incurred by the Ministry of Transport and Infrastructure in the period 2012-2015, for the staff involved in the management of structural instruments	41539	3	Central Government	Ministerul Transporturilor și Infrastructurii	15,122,729	Approved	Alexandru Cucu, tel: 0213196147, e-mail: serban.cucu@mt.ro
55.	Support for the partial financing of staff costs incurred by the National Authority for Scientific Research, in the period 2012-2015, for the staff involved in the management of structural instruments	41678	3	National Agencies	Autoritatea Națională pentru Cercetare Științifică	8,760,516	Approved	Doru Zafiu; tel: 0746,027,573, e-mail: doru.zafiu@ancs.ro
56.	Support for the partial financing of staff costs affectionately by the Ministry of Communications and information, in the period 2012-2015, for the staff involved in the management of structural instruments	41759	3	Central Government	Ministerul Comunicațiilor și Societății Informaționale	3,523,843	Approved	Cornel Sipica, tel: 0213114112, e-mail: cornel.sipica@msinf.ro
57.	Support for the partial financing of the staff expenditures incurred by the IB Regional Operational Programme Human Resources Development North West region in the period 2012-2015, for the staff involved in the management of structural instruments	41918	3	IB	OIR POS DRU regiunea Nord Vest	2,954,205	Approved	Ana Florica Cîmpean, 0264.530.191, fax 0264.402.591, e-mail: ana.cimpean@runv.ro
58.	Support for the partial financing of the staff expenditures incurred by the Ministry of Public Finance, in the period 2012-2015, for the staff involved in the management of structural instruments	41920	3	Central Government	Ministerul Finanțelor Publice	15,101,850	Approved	Pisau Nadia, tel: 0213199759, e-mail: nadia.pisau@mfinante.ro
59.	Support for the partial financing of staff expenditure incurred by the National Agency for Employment, in the period 2012-2015, for the staff involved in the management of structural instruments	42466	3	National Agencies	Agenția Națională pentru Ocupare a Forței de Muncă	728,677	Approved	Ciuraru Cristina, tel: 0213039858, e-mail: cristina.ciuraru@anofm.ro
60.	Support for the partial financing of the staff expenditures incurred by the Ministry of Regional Development and Tursimului, in the period 2012-2015, for the staff involved in the management of structural instruments	42536	3	Central Government	MDRAP	7,853,394	Approved	Cabinet ministru, 0372.11.15.06, fax. 0372.11.13.37, e-mail: cabinet.ministru@mdrt.ro
61.	Support for the partial financing of staff expenditure incurred by the Ministry of Economy, Commerce and Business Environment, between 2012-2015, for staff involved in the	42719	3	Central Government	Ministerul Economiei, Comerțului și Mediului de Afaceri	10,653,379	Approved	Alina Murar, tel: 0314132771, e-mail: alina_maria@minind.ro

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
62.	management of structural instruments Support for the partial financing of the staff expenditures incurred by the Regional Intermediary Body POS DRU, Region Bucharest-Ilfov, in the period 2012-2015, for the staff involved in the management of structural instruments	42726	3	IB	OI POS DRU BI	2,978,904	Approved	Catalin Pascu-Begali, tel: 0213191280, e-mail: office@oiposdrubi.ro
63.	Support for the partial financing of the staff expenditures incurred by the Ministry of Labour, Family and Social Protection, in the period 2012-2015, for the staff involved in the management of structural instruments	43193	3	Central Government	Ministerul Muncii, Familiei și Protecției Sociale	4,310,104	Approved	Popescu Adrian, tel: 0213150209, e-mail: adrian.popescu@fseromania.ro
64.	Support for partial funding of staff expenditure incurred by the National Center for the Development of Vocational and Technical Education, in the period 2012-2015, for the staff involved in structural instruments	43196	3	National Agencies	Centrul Național de Dezvoltare a Învățământului Profesional Tehnic	5,804,532	Approved	Ciobanu Gabriela Liliana, tel 021.311.11.62, cndiptoiposdru@tvet.ro
65.	Support for the partial financing of the staff expenditures incurred by the Ministry of Interior, in the period 2012-2015, for the staff involved in the management of structural instruments	43210	3	Central Government	Ministerul Administrației și Internelor	1,506,169	Finalised	Carmen Elena Dobrota, 021.316.69.90
66.	Support for the partial financing of the staff expenditures incurred by the County School Inspectorate, in the period 2012-2015, for the staff involved in the management of structural instruments	43890	3	School Inspectorate	Inspectoratul Școlar Județean Timiș	491,311	Approved	Ficut Florin, tel: 0256305756
67.	Smart specialization strategy in NE region - instruments for guidance and coordination of financing programs dedicated to regional economic development	47984	1	Regional Development Agency	ADR Nord Est	63,872	Finalised	Gabriela Macoveiu 0745616712 gmacoveiu@adrnordest.ro
68.	Identifying development needs post-2013	48099	1	Central Government	Unitatea de Analiză, Programare și Evaluare - Ministerul Fondurilor Europene	2,042,368	Finalised	Iulia Gugiu, 0372838675 iulia.gugiu@fonduri-ue.ro
69.	Support for the partial financing of the staff expenditures incurred by DGRFP Craiova for	48700	3	National	DGRFP Craiova	1,942,630	Approved	Silviu Mircea Pirvuletu, 0251.525.925, fax.

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
	staff involved in the coordination, management and control of structural instruments			Agencies				0251.525.925, Laura.Cioaca.DJ@mfinante.ro
70.	Improving the management at the National Council for Solving Complaints, related to specific skills related to successful implementation of projects supported through structural instruments, based on streamlining the public procurement process	48792	1	National Agencies	CNSC	6,672,383	Approved	Pârvu Dumitru Viorel, tel: 0751299001, e-mail:viorel.parvu@cnscl.ro
71.	Support for the partial financing of the staff expenditures incurred by Braila County School Inspectorate, in the period 2012-2015, for staff involved in the management of structural instruments	48811	3	School Inspectorate	Inspectoratul Școlar Județean Brăila	672,328	Approved	Pisica Nicleta, tel: 0762671828, e-mail: pisica.nicoleta@yahoo.com
72.	Analysis at a national level of the Informational Society Sector, and planning the 2014-2020 financial framework	48820	1	Central Government	Ministerul pentru Societatea Informationala	2,410,256	Approved	Eugen Cojoaca, tel: 0749.066.510, e-mail: eugen.cojoaca@msinf.ro
73.	Support for the partial financing of MDRAP staff expenditures between March 2013 and December 2015, for staff involved in the management of structural instruments	48821	3	Central Government	MDRAP	40,660,755	Approved	Jana Mitroi, tel: 0372,11,14,47, e-mail: jana.mitori@mdrap.ro
74.	Support for the partial financing of the staff expenditures incurred by the Alba County School Inspectorate, in the period 2012-2015 for staff involved in the management of structural instruments	48823	3	School Inspectorate	Inspectoratul Școlar Județean Alba	578,569	Approved	Alina Bud, tel: 0744225317, e-mail: alyna_bud@yahoo.com
75.	Support for the partial financing of the staff expenditures incurred in 2010-2015, the Romanian Court of Accounts Audit Authority staff involved in controlling structural instruments	48831	3	Audit Authority	Curtea de Conturi a României	22,604,617	Approved	Stefan Ilie, tel:021.30.78.840; 0723.21.51.00
76.	Support for the partial financing of the staff expenditures incurred by ISJ Cluj, in the period 2012-2015, for the staff involved in the management of structural instruments	48834	3	School Inspectorate	Inspectoratul Școlar Județean Cluj	711,621	Approved	Erika Szatmari, tel: 0752440709, e-mail: erika_szatmari@uahoo.com
77.	Support for the partial financing of the staff expenditures incurred by DGRFP Bucharest for staff involved in the coordination, management and control of structural instruments	48847	3	National Agencies	DGRFP București	1,060,179	Approved	Lazar Costina, tel: 0213075751, e-mail: eugenia.constantin.MB@mfinante.ro

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
78.	Support for the partial financing of the staff expenditures incurred by GDDFA Ploiesti for the personnel involved in the coordination, management and control of structural instruments	48852	3	National Agencies	DGRFP Ploiești	2,234,083	Approved	Lazar Angelica, tel: 0244407710, e-mail: mihaela.mandrita.PH@mfinante.ro
79.	Support for the partial financing of personal expenses incurred by DGRFP Galati for staff involved in the coordination, management and control of structural instruments	48913	3	National Agencies	DGRFP Galați	1,827,616	Approved	Lacramioara Petrea, tel:0236,49,10,10, e-mail: lacramioara.petrea.gl@mfinante.ro
80.	Support for the partial financing of the staff expenditures incurred by Calarasi County School Inspectorate, in the period 2012 - 2015, for the staff involved in the management of structural instruments	48914	3	School Inspectorate	Inspectoratul Școlar Județean Călărași	594,025	Approved	Mateescu Ecaterina, tel: 0242315949, e-mail: mateescu.ecaterina@yahoo.com
81.	Support for the partial financing of staff expenditure incurred by the National Tourism Authority, for the staff involved in the management of structural instruments	48915	3	Central Government	ANT	4,337,312	Approved	Gabriela Bostanescu, tel: 0372144002, e-mail: gabriela.bostanescu@mturism.ro
82.	Support for the partial financing of the staff expenditures incurred by Neamt County School Inspectorate, in the period 2012 - 2015, for the staff involved in the management of structural instruments	48916	3	School Inspectorate	Inspectoratul Școlar Județean Neamț	649,005	Approved	Petru Berbece, tel: 0233,236,299, e-mail: petrberbece@oiposru.edu.ro
83.	Support for the partial financing of the staff expenditures incurred by the Department of Energy for the personnel involved in the management of structural instruments	48990	3	National Agencies	Departamentul pentru Energie	4,419,848	Approved	Kistine Baliban, tel: 031,413,27,38, e-mail: kristine_baliban@minind.ro (dna Dima: 0745312007)
84.	Support for the partial financing of the staff expenditures incurred by DGRFP Cluj-Napoca for staff involved in the coordination, management and control of structural instruments	49059	3	National Agencies	DGRFP Cluj Napoca	2,239,641	Approved	Florea Monica, tel: 0264591670, e-mail: monica.florea.CJ@mfinante.ro
85.	Support for the partial financing of the staff expenditures incurred by DGRFP Brasov for staff involved in the coordination, management and control of structural instruments	49370	3	National Agencies	DGRFP Brașov	1,495,498	Approved	Cucos Iuliana, tel: 0268308423
86.	Support for the partial financing of the staff expenditures incurred by the Timisoara Regional	49449	3	National	DGRFP Timișoara	1,146,676	Approved	Jichici Daniela, tel: 0756028235, e-mail:

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
	Directorate of Public Finance for the staff involved in the coordination, management and control of cultural instruments			Agencies				daniela.jichici.TM@mfinante.ro
87.	Support for the partial financing of the staff expenditures incurred by Dolj County School Inspectorate, in the period 2012 - 2015, for the staff involved in the management of structural instruments	49580	3	School Inspectorate	Inspectoratul Școlar Județean Dolj	795,085	Approved	Ani Dragici, tel: 0744636776, e-mail: ani_drqaghici@yahoo.com
88.	Support for the partial financing of the staff expenditures incurred by DGRFP Iasi for staff involved in the coordination, management and control of SI	49644	3	National Agencies	DGRFP Iași	1,529,579	Approved	Alina Grecu, tel: 0232,21,33,32/2227; e-mail: alina.grecu.IS@mfinante.ro
89.	Support for the partial financing of the staff expenditures incurred by the Ministry of Education, between 2012 - 2015, for the staff involved in the management of structural instruments	49714	3	Central Government	Ministerul Educației, Cercetării și Tineretului și Sportului	2,714,005	Approved	Aurelian Muteanu, tel: 0745510230, munteanu.aurelian@medu.edu.ro
90.	Management of structural instruments through events on relevant thematic issues	49947	1	Central Government	Ministerul Fondurilor Europene	25,761	Approved	Daria Predoana, sef serviciu 0372838637 daria.predoana@fonduri-ue.ro (Responsabilul Alexandra dabu este in Concediu crestere copil - poate fi luata legatura cu seful serviciu)
91.	Providing experts in support of authorities involved in the management of Structural Instruments	50109	1	Central Government	Ministerul Fondurilor Europene	32,388,552	Approved	Dorin Dorian, tel: 0373838872, 0749064618, e-mail: dorin.dorian@fonduri-ue.ro
92.	Creating a mechanism to ensure better monitoring and control of State aid grants in Romania	50633	1	National Agencies	Consiliul Concurenței	5,731,874	Approved	Catalina Deica, tel: 021.405.45.18, e-mail: catalina.deica@consiliulconcurentei.ro
93.	Prepare the implementation and define the monitoring and evaluation framework for the National Health Strategy	51646	1	Central Government	Ministerul Sănătății	2,037,438	Approved	Monica Isaila, Manager Proiect, tel: 0723.43.08.88; e-mail: monica.isaila@ms.ro
94.	Management of Structural Instruments through events concerning relevant thematic aspects, from the perspective of the lessons learned during the 2007-2013 Programming Period	52897	1	Central Government	Ministerul Fondurilor Europene	13,733	Approved	Oana Zet, 0372838687, oana.zet@fonduri-ue.ro

Nr Crt.	Project Title	SMIS Code	Project Type	Beneficiary Type	Beneficiary	EU Contribution (Lei)	Status of financing request	Contact Person
95.	Developing a mechanism for accessing online documents authorization and certification, reporting and payment of accessing European funds in support of economic operators	55769	1	Central Government	Secretariatul General al Guvernului	8,261,217	Approved	Ionut Pavel, tel: 0722.355.000, e-mail: ionut.pavel@gov.ro

Annex 2. List of projects in the sample

SMIS Code	Project Group	Beneficiary	EU Contribution (Lei)	EU Funds for Sample Projects / EU Funds for PG	EU Funds for Sample Projects / Total EU Funds for All Projects
50109	1	Ministry of European Funds	32,388,552	41.21%	6.91%
5086	1	Technical Assistance Direction/ ACSI	12,912,898	16.43%	2.76%
48792	1	National Council for Solving Contestations (NCSC)	6,672,383	8.49%	1.42%
50633	1	Competition Council	5,731,874	7.29%	1.22%
38769	1	Ministry of Regional Development and Public Administration (MDRAP)	1,698,570	2.16%	0.36%
33792	1	Authority for the Coordination of Structural Instruments (ACSI)	139,233	0.18%	0.03%
TOTAL PROJECT GROUP 1				75.75%	12.71%
14884	2	South East RDA	3,088,623	23.27%	0.66%
14409	2	North East RDA	2,197,221.99	16.56%	0.47%
TOTAL PROJECT GROUP 2				39.83%	1.13%

SMIS Code	Project Group	Beneficiary	EU Contribution (Lei)	EU Funds for Sample Projects / EU Funds for PG	EU Funds for Sample Projects / Total EU Funds for All Projects
41479	3	Ministry of European Funds	72,787,679	15.54%	19.33%
48821	3	Ministry of Regional Development and Public Administration (MDRAP)	40,660,755	8.68%	10.80%
41446	3	Ministry of Environment and Forests	27,283,752	5.82%	7.24%
48831	3	Romanian Court of Auditors	22,604,617	4.82%	6.00%
19976	3	Ministry of Regional Development and Public Administration (MDRAP)	13,470,003	2.88%	3.58%
21035	3	Ministry of Environment and Forests	12,205,516	2.61%	3.24%
42719	3	Ministry of Economy, Commerce and Business Environment	10,653,379	2.27%	2.83%
20162	3	Romanian Court of Auditors	9,776,972	2.09%	2.60%
41678	3	National Authority for Scientific Research	8,760,516	1.87%	2.33%
42536	3	Ministry of Regional Development and Public Administration (MDRAP)	7,853,394	1.68%	2.09%

SMIS Code	Project Group	Beneficiary	EU Contribution (Lei)	EU Funds for Sample Projects / EU Funds for PG	EU Funds for Sample Projects / Total EU Funds for All Projects
41535	3	Romanian Court of Auditors	4,363,970	0.93%	1.16%
TOTAL PROJECT GROUP 3				61.18%	49.18%
TOTAL SAMPLE					63.02%

Annex 3. List of participants to the Kick-off Meeting

Date: 20/08/2015

Nr. Crt.	Name of the participant	Institution
1.	Claudia Măgdălina	MEF CUE
2.	Claudia Muja	MEF GD APE
3.	Marie-Jeanne Nica	MEF GD TA
4.	Teodora Mărgărit	MEF MDCIP

Annex 4. List of participants to the mini-conference

Date: 10/09/2015

Nr. Crt.	Name of the participant	Institution
1.	Anca Daniela Simion	MRDPA
2.	Arturo Polese	DG REGIO
3.	Carmen Adriana Cocian	MEF CDMS
4.	Claudia Măgdălina	MEF GD APE/CUE
5.	Constantin Saragea	MEF PPD
6.	Cornelia Băiculescu	MEF GD HCP
7.	Daniela Bălan	GD TA
8.	Daria-Aniela Pvedoana	MEF MDCIP
9.	Diana Iacob	MEF GD APE
10.	Gabriela Dobre	MEF GD HCP
11.	Ioana Pâslaru	MEF PCIUSI
12.	Ion Dinescu	MEF PPD
13.	Luciana Cotuțiu	GD TA
14.	Mădălina Enache	MEF PCIUSI
15.	Mălina Frăteanu	MEF PCIUSI
16.	Marie-Jeanne Nica	MEF GD TA
17.	Mioara Moț	MARD MA NPRD
18.	Mirela Cosovan	MEF
19.	Raluca Stoian	MEF DITCS
20.	Ramona Panea	MEF CDMS
21.	Ramona Silvestru	NAPS
22.	Serena Rizi-Ivan	MEF MDCPI

Nr. Crt.	Name of the participant	Institution
23.	Simona Vasile	MRDPA

Annex 5. The list of members of the Evaluation Steering Committee

Nr. Crt.	Member of the Evaluation Steering Committee	Institution
1.	Alin Mihai	MEF GD APE
2.	Claudia Măgdălina	MEF CUE
3.	Claudia Muja	MEF GD APE
4.	Ioana Pâslaru	MEF PCIUSI
5.	Luciana Cotuțiu	MEF MA OPTA
6.	Marie-Jeanne Nica	MEF GD TA
7.	Serena Rizi-Ivan	MEF MDCIP

Annex 6. Data collection tool: Desk research

The preliminary desk research started in the inception phase of the IE and allowed the Evaluation Team to gain a better understanding of the context in which the IE was performed, to identify the relevant stakeholders, necessary information and sources of data, as well as to refine the methodological approach.

The desk research was as well an important data collection tool in the second and third phases of the IE, and was used, along with the interviews and focus groups, to analyse the theory of change (reconstruction of the logic of intervention of KAI 1.1) and to test the theory of change.

The table below presents the main documents that were analysed and the relevant evaluation questions they addressed:

Evaluation Question	Documents
	Documents at Programme Level
EQ 1-5	Operational Programme Technical Assistance, version 2007
EQ 1-5	Operational Programme Technical Assistance, version June 2012
EQ 1-5	Operational Programme Technical Assistance, version June 2014
EQ 1-5	Operational Programme Technical Assistance, version October 2014
EQ 1-5	Annual Implementation Reports for 2007, version 2008
EQ 1-5	Annual Implementation Reports for 2008, version 2009
EQ 1-5	Annual Implementation Reports for 2009, version 2010
EQ 1-5	Annual Implementation Reports for 2010, version 2011
EQ 1-5	Annual Implementation Reports for 2011, version 2012
EQ 1-5	Annual Implementation Reports for 2012, version 2013
EQ 1-5	Annual Implementation Reports for 2013, version 2014
EQ 1-5	Annual Implementation Reports for 2014, version 2015
EQ 1-5	Framework Implementation Document, version July 2015
	Documents at Project Level
EQ 2-5	Financing Requests
EQ 2-5	Financing Contracts and Addendums
EQ 2-5	Financing Decisions
EQ 2-5	Progress Implementation Reports

Evaluation Question	Documents
EQ 2-5	Deliverables produced under selected projects
EQ 2-5	Centralizing document provided by the Ministry of European Funds, with the updated progress of the selected projects
	Methodological documents
EQ 1-3	□ Blamey, A., & Mackenzie, M. (2007). Theories of change and realistic evaluation: Peas in a pod or apples and oranges. <i>Evaluation</i> , 13(4), 439-455.
EQ 1-3	Byng, R., Norman, I., & Redfern, S. (2005). Using realistic evaluation to evaluate a practice-level intervention to improve primary healthcare for patients with long-term mental illness. <i>Evaluation</i> , 11(1), 69-93
EQ 2-5	Bickman, L. (1987). The functions of program theory, <i>New Directions for Evaluation</i>
EQ 2-5	Carvalho, S. and White H. (2004). Theory-based evaluation: the case of social funds, <i>American Journal of Evaluation</i> 25(2) 141-60, 2004
EQ 2-5	Reynolds, A. J. (1988). (1998). Confirmatory program evaluation: A method for strengthening causal. <i>American Journal of Evaluation</i> , 19(2)
EQ 2-5	Rogers, P. J. (2000). Program theory: Not whether programs work but how they work. In G. F. D. L. Stufflebeam, <i>Evaluation models viewpoints on educations and human services evaluation 2nd ed.</i> Boston: MA: Kluwer.
EQ 2-5	Sidani, S. et al. (1999). Putting program theory into operation. <i>American Journal of Evaluation</i> , 20(2)
EQ 2-5	Weiss, C. H. (1995). Nothing as Practical as Good Theory: Exploring Theory-based Evaluation for Comprehensive Community Initiatives for Children and Families. In J. C. al., <i>In New Approaches to Evaluating Community Initiatives: Concepts, Methods, and Contexts.</i> Aspen Institute
EQ 2-5	Wholey J.S. (1987). Evaluability assessment: Developing program theory. <i>New Directions for Evaluation</i> , 33
	Studies
EQ 1	ACIS. (2010). <i>Operational Programme Technical Assistance Interim Evaluation</i>
EQ 1	EIB. (2014). Operations Evaluation. EIB Technical Assistance outside the EU, 2003-2013
EQ 1	EY. (2015). Summary of Intermediary Evaluations.
EQ 1	IMF. (2014). IMF Technical Assistance, Revisiting the 2005 IEO Evaluation
EQ 1	MEF. (2013). Evaluation Report on Electronic Systems for information exchange
EQ 1	MEF. (2013). First Interim Evaluation Report on the Administrative Capacity of the Authorities and Beneficiaries of CSF Funds
EQ 1	MEF. (2014). OPTA 2014-2020

Evaluation Question	Documents
EQ 1	MEF. (2014). Partnership Agreement
EQ 1	MRDPA. (2014). The Strategy for the Consolisation of Public Administration, Draft

Annex 7. Data collection tool: Electronic questionnaire

OBJECTIVE

The main objective of the electronic questionnaire was to triangulate and complete the information mainly for EQ 1 related to the progress with respect to objectives of KAI 1.1, EQ 2 related to expected effects, and EQ 3 related to unintended effects of the intervention.

IDENTIFICATION OF RESPONDENTS

The identification of respondents was based on the list of contact persons for each project funded under KAI 1.1 as provided by the Ministry of European Funds (see Annex 1).

PREPARATION OF THE QUESTIONNAIRE

The structure of the questionnaire was based on the identified impacts, assumptions and contextual factors identified during the reconstruction of the theory of change.

A. CONTINGENCY QUESTION
1) Has your institution been involved in a project funded under KAI 1.1?
2) If yes, what type of activity/ies have been realized <i>Possibility for several answers:</i>
a. Reviews of procedures related to the management and monitoring, certification, payment and control
b. Development of common standards and guidelines for the MAs
c. Elaboration and distribution of reports of activities and guidelines with best practices
d. Support for meetings and events
e. Studies regarding policies relevant for Structural Instruments and studies concerning the impact, the effectiveness and efficiency of Structural Instruments
f. Financing salaries
g. Extensive support to the process of preparation for the future SI interventions
h. Other <i>Please specify</i>
B. IDENTIFICATION OF RESPONDENT
3) Age:
4) Sex:
5) Education <i>Highest level completed:</i>
a. No formal education
b. Elementary education
c. High school education

d. Tertiary education (BA)
e. Tertiary education (MA, PhD or higher)
f. Other <i>Please specify</i> :
6) Current employment (<i>Institution</i>)
a. National Coordination Structures of Structural Instruments within the MEF
b. Managing Authority <i>Please specify</i>
c. National Intermediate Body <i>Please specify</i>
d. Regional Intermediate Body <i>Please specify</i>
e. Audit Authority
f. Certifying and Paying Authority
g. Other <i>Please specify</i>
7) The function you hold within the institution:
8) In what county is your institution located?
C. EFFECTS OF THE IMPLEMENTED PROJECT
9) What functions of the system were served by the intervention?
a. Programming
b. Monitoring
c. Financial management
d. Control
e. Internal audit
f. Other <i>Please specify</i>
10) Are the activities of the project completed?
If NO, what is the reason?
11) Based on your perception, why did your institution decide to participate in the project? <i>Possibility for several answers</i>
a. To support the exchange of experience and information
b. To develop standardized procedures
c. To develop coherent guidelines and manuals
d. To identify possible bottlenecks
e. To increase staff capacity and/or the performance

f. To increase staff motivation
g. To hire contractual staff for specific positions difficult to be filled in with civil servants
h. To ensure on time mobilization for the implementation of the new programming documents
i. Other <i>Please specify</i>
12) How valuable have you found the project to be?
Please justify the mark given:
13) Based on your perception, what were the main effects from implementing the project? <i>Possibility for several answers</i>
a. Standardization of tools, information and procedure for the management and implementation of the Structural Instruments
b. Homogenous capacity for the management of the EU Structural Instruments
c. Increased knowledge of staff in the practicalities of implementing the Structural Instruments
d. Increased experience among most of the MAs and IBs in the area of financial management and control
e. Reduced staff turnover
f. Increased staff performance
g. On time mobilization for the implementation of the new programming documents
h. Increased staff capacity
i. Other <i>Please specify</i>
14) Based on your knowledge, were there other interventions /projects outside OPTA 2007-2013 which contributed to the achievement of the same effects?
If YES, please mention them.
15) In your opinion, what would have happened in the absence of the project?
a. We would have achieved similar effects anyway
b. We would have achieved similar effects, but not as quickly
c. We would have achieved some but not all of the effects
d. We probably would not have achieved similar effects
e. We definitely would not have achieved similar effects
f. Other <i>Please specify</i>
16) Based on your perception, do you think all effects of the project are visible at the current moment?

a. Yes, all the effects have already been realised
b. No, you expect to realise all the effects in the next year
c. No, you expect to realise them in the next 2 years
d. No, you expect to realise them in the next 3 years
e. No, you expect to realise them in the next 4 years
f. No, you expect to realise them in the next 5 years
g. No, it will take more than 5 years to fully realise all the effects
D. CONTEXTUAL FACTORS
17) Based on your perception, what are the factors that hampered or enhanced the effects of the project? <i>Possibility for several answers</i>
a. Legislative framework <i>Please detail</i>
b. Number of staff dedicated to the management and implementation of SI <i>Please detail</i>
c. Connections between TA activities and other interventions <i>Please detail</i>
d. Administrative capacity for conducting public procurement <i>Please detail</i>
e. Quality of the supply of Technical Assistance services in the market <i>Please detail</i>
f. Salary system <i>Please detail</i>
g. Recruitment process <i>Please detail</i>
h. Authority of the national coordination of Structural Instruments institution <i>Please detail</i>
i. Other <i>Please detail</i>
E. OTHER COMMENTS
18) Do you think there is a need to implement other projects of Technical Assistance in the new programming period 2014-2020?
19) Please detail the answer given above:
If yes, what are your current needs and what type of technical assistance would be the most suitable?
If no, what is the rationale behind your answer?

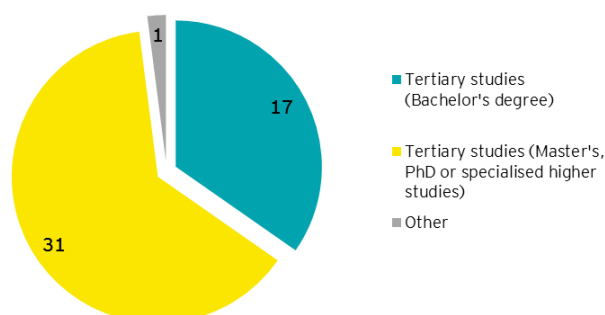
DATA COLLECTION AND DATA ANALYSES

The questionnaire was submitted in Romanian language, using the on-line tool MonkeySurvey, covering all contact persons of the projects funded under KAI 1.1 (see Annex 1). In order to recall the project managers with the details of the project, a customised introduction was realised for 4 categories of projects, namely (1) support for the growth poles, (2) support for financing salaries, (3) support for the coordination, management and implementation of OP

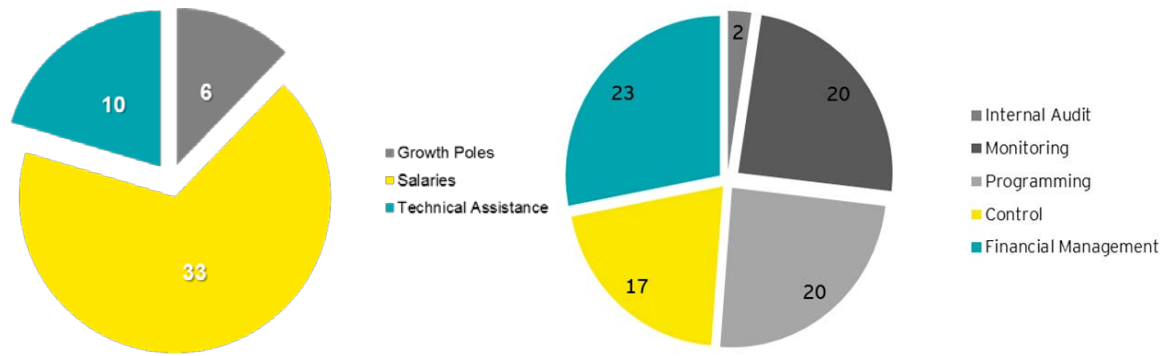
2007-2013, including technical assistance facility, and (4) support for the preparation of programming period 2014-2020. The questionnaire has also provided the opportunity to select from a drop-down menu the SMIS project applicable. In cases when a person was the project manager for more than one project, the evaluators have contacted him in order to find other relevant persons that could have filled in the questionnaire thus avoiding the duplication of the results.

A pre-test or pilot of the questionnaire was submitted to the project managers/contact persons of 4 projects that benefitted of financing under KAI 1.1, respectively for SMIS 5086, SMIS 37775, SMIS 15276 and SMIS 48099 as well to the Beneficiary. The pilot questionnaires covered the four categories of projects and contained customised introductions in order to recall the project manager with as many information as possible on the project. Feedback was collected through phone interviews in order to obtain a critical view on the form and content of the questionnaire, thus enabling the project team to assess its relevance and to bring constructive modifications to it.

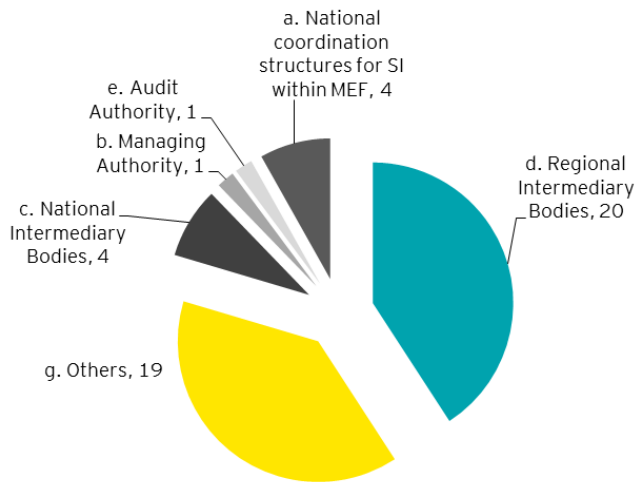
The survey was open for a period of 3 weeks in order to give the respondents the necessary time to fill it in. Furthermore, the project team conducted follow-ups over a period of 7 days to all the respondents in order to increase the rate of response at a favourable level. The telephonic follow-up was productive, raising the response rate from 26.32% before the follow-up to 43.15% in the first two days. Finally, out of a total of the 95 questionnaire invitations, a total number of 49 complete answers were received, rendering a 51.57% response rate. Among the respondents the majority of them had tertiary studies (Master's, PhD or specialised higher studies), followed by those having a Bachelor's degree as it can be seen below.



Most of the answers received were from projects focusing on financing salaries as it can be seen below. However, regarding the sectors targeted by projects, most of the answers were related to financial management, followed by programming and monitoring, control and internal audit.



Regarding the institutions, most of the answers were from Regional Intermediary Bodies and the fewest came from the Managing Authorities and Audit Authority as it can be seen below.



Annex 8. Data collection tool: Case Study/ Interviews

OBJECTIVE

The main objective of the case studies was to triangulate and complete the information derived from the desk analysis for the selected case studies, in order to answer to EQ 2 - EQ 5.

METHODOLOGICAL STEPS

The evaluation team has selected a sample of 19 relevant projects for which it was conducted more detailed and thorough case studies. The complete list of the "relevant" projects is included in Annex 2.

In order to cover the ToR requirements as well as to maximise the possibility to generalise from case level evidence, the selection of case studies has responded to two methodological criteria:

- ▶ **Representation.** Case studies were selected to be representative of different beneficiaries and project group;
- ▶ **Contrasting situations.** In order to maximise the extraction of theory and generalisation, the case studies have been chosen as to represent contrasting polarised situations. Having positive and negative cases with respect to a given phenomenon it is the equivalent of using a control group in experimental research design.

Furthermore, the relevance of case studies was further defined based on the following criteria:

- ▶ **Financial coverage** as % of EU funds allocated with respect to the total EU contribution for the KAI 1.1 (see figure below);

Figure 20: Financial allocation/project group of the 95 projects

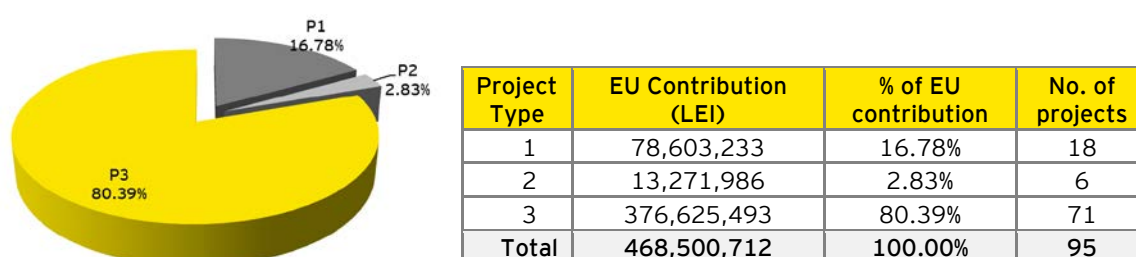
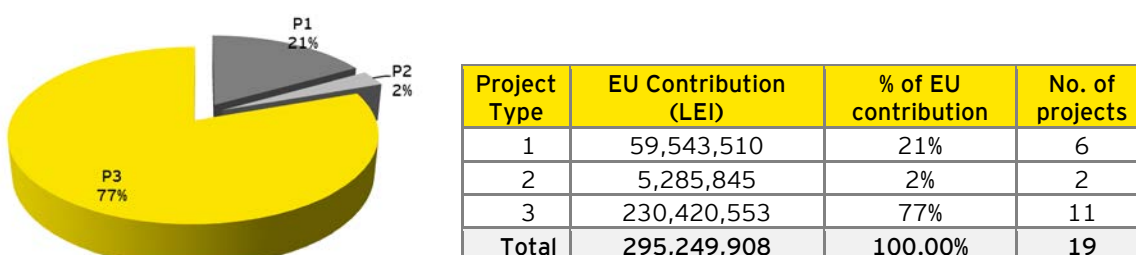


Figure 21: Financial allocation/project group of the sampled projects



- ▶ **Representativeness** of relevant Beneficiaries, as it can be seen below;

Figure 22: Financial allocation/beneficiary type of the entire population (95 projects)

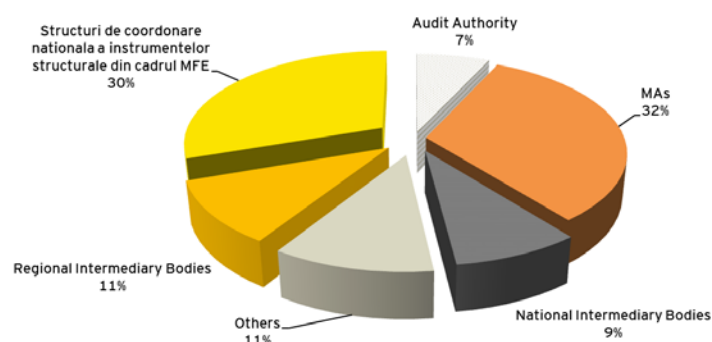
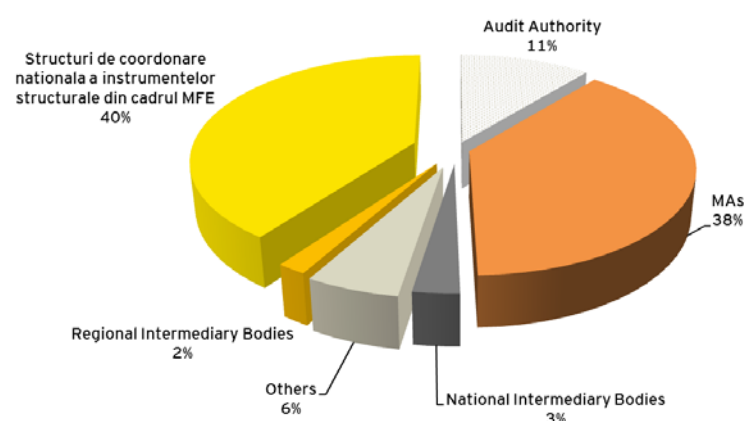


Figure 23: Financial allocation/beneficiary type of the sampled projects (19 projects)



- ▶ **Coherence** with the reconstructed logical of intervention (e.g. with respect the indicative operations and expected impact) as it can be noticed below

Table 14: Coherence between project group, indicative operations and expected impacts

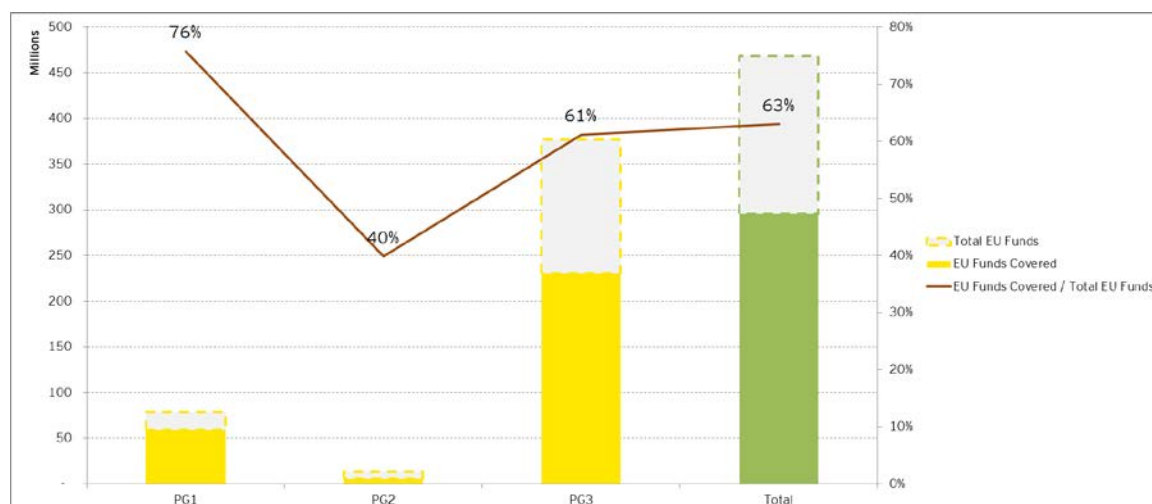
Project Group	Indicative Operations	Expected Impacts
1	<ul style="list-style-type: none"> ▶ Reviews of procedures ▶ Development of common standards and guidelines for the MAs ▶ Elaboration and distribution of reports of activities and guidelines with best practices ▶ Studies regarding policies relevant for Structural Instruments and studies concerning the impact, the effectiveness and efficiency of Structural Instruments ▶ Extensive support to the process of preparation for the future SI interventions 	<ul style="list-style-type: none"> ▶ Standardization of tools, information and procedure ▶ Homogenous capacity for the management of the EU Structural Instruments ▶ Increased knowledge of staff in the practicalities of implementing the Structural Instruments ▶ Increased experience among most of the MAs and IBs in the area of financial management and control ▶ On time mobilization for the implementation of the new programming documents

Project Group	Indicative Operations	Expected Impacts
2	<ul style="list-style-type: none"> ▶ Elaboration and distribution of reports of activities and guidelines with best practices ▶ Studies ▶ Reviews of procedures ▶ Development of common standards and guidelines 	<ul style="list-style-type: none"> ▶ Standardization of tools, information and procedure ▶ Homogenous capacity for the management of the EU Structural Instruments ▶ Increased knowledge of staff in the practicalities of implementing the Structural Instruments
3	<ul style="list-style-type: none"> ▶ Financing salaries 	<ul style="list-style-type: none"> ▶ Reduce staff turnover

Following this approach, the projects in the sample chosen for performing case studies upon has been selected in order to:

- ▶ Cover around the 63% of total EU contribution for the KAI 1.1;
- ▶ Cover all the 3 Project Groups;
- ▶ Include all type of Beneficiaries of KAI 1.1;
- ▶ Cover all the indicative operations and expected impacts as defined in the reconstructed Logic of Intervention;

Figure 24: Financial coverage of the sampled projects (19 projects)



The final sample of 19 case studies has been agreed in a specific meeting with the client.

Case studies were carried out mainly through interviews with representative of the beneficiaries following the steps described below:

Step 1: Identification of the respondents

The main categories of interviewees were identified among the contact person of each project. The identification of the exact person which was interviewed has been made after the selection of the sample projects (see the table below).

Table 15: List of interviewees

Nr. Crt.	SMIS	Name of the persons interviewed	Institution	Date of the interview
1.	50109	Dorin Dorian	Ministry of European Funds	03.11.2015
2.	5086	Dorin Dorian	Technical Assistance Direction (Authority for the Coordination of Structural Instruments)	03.11.2015
3.	33792	Oana Lefter	Authority for the Coordination of Structural Instruments	03.11.2015
4.	41479	Ancuța Giura	Ministry of European Funds	03.11.2015
5.	42719	Alina Murar	Ministry of Economy, Commerce and Business Environment	03.11.2015
6.	38769	Teofil Ghercă Delia Popa Mihai Tomescu	Ministry of Regional Development and Public Administration	04.11.2015
7.	14409	Georgeta Smadu	North-East Regional Development Agency (NE RDA)	04.11.2015
8.	48831	Ștefan Ilie	Audit Authority	05.11.2015
9.	20162	Marilena Mihai	Audit Authority	05.11.2015
10.	48792	Silviu Popa	National Council for Solving Contestations	06.11.2015
11.	41446	Adela Olah	Ministry of Environment and Forests	06.11.2015
12.	21035	Monica Mocanu	Ministry of Environment and Forests	09.11.2015
13.	48821	Mihai Dobre Cristinel Dontu	Ministry of Regional Development and Public Administration	10.11.2015
14.	19976	Mihai Dobre Cristinel Dontu	Ministry of Regional Development and Public Administration	10.11.2015
15.	42536	Mihai Dobre Cristinel Dontu Jana Mitroi	Ministry of Regional Development and Public Administration	10.11.2015
16.	41678	Doru Zafiu	National Authority for Scientific Research and Innovation	10.11.2015
17.	50633	Cătălina Deică	Competition Council	10.11.2015
18.	41535	Jenica Ioan	National Authority for the Regulation and Monitoring of Public Procurement	10.11.2015
19.	14884	Adrian Crăciun	South-East Regional Development Agency (NE RDA)	10.11.2015

Step 2: Preparation of the interview guidelines

Based on the evaluation questions the Evaluation team prepared a Master Interview Guidelines (see Annex 9). Considering the need to put the interviewee at ease the checklist contained questions formulated in broad terms, while an internal interview checklist was available for the interviewer in order to ensure that specific questions are posed in case the interviewee did not cover "spontaneously" all the planned aspects. The interview covered:

- ▶ Presentation of the interviewer and of the project, specifying general and specific objectives of the project;
- ▶ Resume of the national context;
- ▶ Topics to be discussed.

Step 3: Selection of interviewers and course of the interview

Since the interviewer role is critical for the success of the interview, and considering that it is important that interviews are homogeneous in approach, we have used a limited number of interviewers, who took the following principles into account:

- ▶ Respectful attitude vis-à-vis the interviewee and the information gathered;
- ▶ Ability to convey a good understanding of the subject matter and context;
- ▶ Attention not to influence the interviewed by approving or orienting her/his answer.

Step 4: Data collection and data analyses

The minutes of the interview were drawn up with the support of a backstopping team. All the information collected through the interviews was grouped by evaluation question in a template which was developed by the Evaluator. The evaluation team analyzed the answers according with the methodology described in the current inception report in order to provide the most appropriate judgments and recommendations.

Step 4: Drafting of the case studies

A case study template defined a common structure for all the cases to be implemented. While there were differences in the type and amount of information reported under the different headings based on the type of the case studies (e.g. different type of project), defining a common structure was of key importance to enable the cross-case analysis of the information collected during the analysis phase. The results of the case studies for the 19 projects are presented in Annex 9.

Annex 9. Case studies: results

Project Group 1

NAME OF THE PROJECT	SMIS CODE
TECHNICAL ASSISTANCE FACILITY	5086
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Technical Assistance Direction (TAD) - Managing Authority (MA) for the Operational Programme Technical Assistance (OPTA), Ministry of Public Finance</p> <p>The TAD within the Ministry of Public Finance fulfilled the role of a Managing Authority for the OPTA. The Managing Authority role for the OPTA has since been taken over by the General Direction System Coordination and Technical Assistance, and has been moved within the Ministry of European Funds.</p> <p>Website: http://old.fonduri-ue.ro/poat/</p>	<p>Financing Request no. 1.1.012 / Financing Decision no. 1.1.012</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>80 months</p> <p>(from 1 March 2009 to 30 November 2015)</p>	<p>Financing Decision no. 1.1.012 / Addendum no. 6 to Financing Contract no. 1.1.012</p>
c. PROJECT STATUS	

NAME OF THE PROJECT		SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>		5086
In implementation		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	20,014,991.28	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	16,141,122	
<i>ERDF contribution</i>	12,912,897.60	
e. OBJECTIVE		
<p>The main objective of this project is the operation of the Technical Assistance Facility as a flexible and quick instrument to be used by structures coordinating and managing structural instruments for:</p> <p>The urgent solving of procedural and legal bottlenecks related to the implementation of structural instruments, with a horizontal character;</p> <p>Improving the overall functioning of the system through a series of analyses and studies which are to provide recommendations and common guidelines for more Operational Programmes;</p> <p>Supporting experience and "good practice" exchange throughout the system;</p> <p>Supporting the beneficiaries and potential beneficiaries in the elaboration/ revision of project or tendering documentation.</p>		<p>Financing Request no. 1.1.012 / Financing Decision no. 1.1.012</p>
f. TARGETED GROUPS/DIRECT BENEFICIARIES		

NAME OF THE PROJECT		SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>		5086
Direct Beneficiaries:	Managing Authority for the OPTA	Financing Request no. 1.1.012 / Financing Decision no. 1.1.012
Target group:	The management, control and coordination structures for Structural Instruments Representatives of the beneficiaries and potential beneficiaries, public authorities at regional, local and central level	
g. PLANNED ACTIVITIES		

NAME OF THE PROJECT	SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>	5086
<p>A contract targeted at supporting the management of the Facility, envisioning the following activities: Elaboration of a study concerning the Technical Assistance Facility Support in developing the tendering documentation for the framework agreement with economic agents Support in elaborating Applicant's Guideline Support in the development of awareness campaigns for potential applicants Support in the evaluation and selection of technical assistance requests Support in the monitoring of the implementation of all projects financed from the Technical Assistance Facility Promotion of results through brochures and other material.</p> <p>A framework-agreement type contract with economic agents through which consulting can take place in view of:</p> <p>The urgent solving of procedural and legal bottlenecks related to the implementation of structural instruments, with horizontal character; The overall improvement of the functioning of the system through a series of analyses and studies providing recommendations and common guidelines for more Operational Programmes; Supporting the exchange of experience and "good practice" at the level of the whole system; Supporting beneficiaries and potential beneficiaries in the elaboration/ revision of project and tendering documentation.</p>	<p>Financing Request no. 1.1.012 / Financing Decision no. 1.1.012</p>
h. IMPLEMENTED ACTIVITIES	
<p>i. Framework agreement - contract for the elaboration and management of a Technical Assistance Facility</p>	Progress Report

NAME OF THE PROJECT	SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>	5086
II. LOT 1 - Studies, Analyses and Research - 17 subsequent contracts III. LOT 2 - Assistance for improving implementation framework of projects financed through SI IV. LOT 3 - Experience transfer	24/07.07.2015
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
<p>This project consisted in the design and implementation of a Framework Agreement for providing a Technical Assistance Facility as a flexible and quick instrument for the structures involved in the management of SI. As such, the Framework Agreement is structured into 3 LOTS, providing the framework for subsequent contracts on 3 dimensions: LOT 1 - Studies, Analyses and Research; LOT 2 - Assistance for improving implementation framework of projects financed through SI; and LOT 3 - Transfer of Expertize.</p> <p>I. Contract 1 - FRAMEWORK AGREEMENT - One contract for the elaboration and management of a Technical Assistance Facility (acting as a Framework Agreement with 3 Lots) destined to meeting urgent needs in the implementation of Structural Instruments, as well as supporting experience exchange and multiplying good practice in the entire management system for Structural Instruments.</p> <p>II. LOT 1 - Studies, Analyses and Research - 17 subsequent contracts have been performed, covering:</p> <ol style="list-style-type: none"> Contract 6 - Elaboration of a single methodology for drafting and validation of Annual Implementation Reports Contract 7 - Elaboration of development strategy for Competitiveness Pole - Research-Development-Innovation Automotive Craiova Contract 10 - Ensuring a general framework for regional planning and programming Contract 16 - Consulting services for the project "Support of planning activities in West Region for drafting sectorial analyses - Study for transport and mobility" Contract 19 - Drafting the National Strategic Report 2012 concerning the implementation of 	<p>Progress Report 24/07.07.2015</p>

NAME OF THE PROJECT	SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>	5086
<p>Structural and Cohesion Funds</p> <ul style="list-style-type: none"> f. Contract 22 - Study concerning the communication in the area of SIs at local and regional level - Centre, West, North-West development regions g. Contract 23 - Study concerning the communication in the area of SIs at local and regional level - South-Muntenia, Bucharest-Ilfov, and South-West Oltenia development regions h. Contract 26 - Developing a mechanism for ensuring the avoidance of overlaps in public financing of projects and verification of complementarity of mechanisms of public financing i. Contract 27 - Revising the strategic framework concerning the well regulation by defining a set of coherent directions and monitoring indicators and evaluation j. Contract 28 - Study concerning communication in the area of SIs at local and regional level - North-East and South-East development regions k. Contract 29 - Technical Assistance for improving the administrative capacity of MFE for managing FESI 2014-2020 l. Contract 30 - Technical Assistance for improving the administrative capacity of MFE in the implementation of the new management and control system for managing FESI 2014-2020 m. Contract 31 - Technical assistance for preparing OPTA 2014-2020 n. Contract 32 - Analysis concerning the fulfilment level of functions delegated to IBs in the OP Regional and the elaboration of a guide concerning the setting of nature and level of performance indicators o. Contract 33 - Study on the opportunity of introducing the Ministry of National Defense as an eligible beneficiary in the OPs for 2014-2020 p. Contract 34 - Technical assistance for preparing the POIM 2014-2020 q. Contract 39 - Analysis concerning the level of implementation of functions delegated to IBs for OP Regional and the elaboration of a guide concerning the setting of nature and level of performance indicators <p>III. LOT 2 - Assistance for improving implementation framework of projects financed through SI - 12 subsequent contracts have been performed, covering:</p>	

NAME OF THE PROJECT	SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>	5086
<ul style="list-style-type: none"> a. Contract 9 - Technical assistance for support of POS DRU for fulfilling the conditions for verification of the reasonableness of costs b. Contract 11 - Consulting services for the project "Realization of a pilot project for monitoring priority projects in environment infrastructure financed through POS Mediu c. Contract 12 - Consulting services for the project "Realization of a pilot project for monitoring priority projects in road infrastructure financed through POS Transport and PO Regional d. Contract 13 - Elaborating a framework ToR to be used by Mas/IBs for acquiring services in organizing awareness campaigns e. Contract 14 - Acquiring consulting services by ACIS for tendering procedures f. Contract 15 - Preparing a standard ToR for the organization and functioning of Help-desks g. Contract 17 - Services for the project "Analysis of rejection of a large nr of projects in some OPs (POS DRU, PO DCA, POS CCE) h. Contract 20 - Revising the institutional mechanism in the Ministry of Internal Affairs for improving the efficiency and effectiveness of the implementation of projects i. Contract 21 - Elaborating a methodology for efficient reporting activities j. Contract 24 - Elaborating standard documentation for harmonizing public procurement procedures in the institutional structures from the Ministry of Internal Affairs implementing projects financed through Structural and Cohesion Funds k. Contract 25 - Improving the internal audit system and elaborating a methodology for the approach of internal audit missions l. Contract 35 - Defining of standard tendering documentation for supervision services, application preparation and projecting of afferent issues and technical assistance services <p>IV. LOT 3 - Expertise transfer - 9 subsequent contracts have been performed, covering:</p> <ul style="list-style-type: none"> a. Contract 2 - Conference "Territorial cohesion in the context of Europe 2020" b. Contract 3 - Experience exchange on the theme of deficiencies in public procurement c. Contract 4 - Experience exchange and dissemination of good practice in the process of prevention, identification and solving conflicts of interest in public procurement 	

NAME OF THE PROJECT	SMIS CODE
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<ul style="list-style-type: none"> d. Contract 5 - Experience exchange on the elaboration of intelligent innovation strategies for regions under the Convergence objective e. Contract 8 - Workshop for discussing the methodology for the elaboration of RAIs f. Contract 18 - Roundtable between MAs and IBs managing OPs in view of exchanging experience in the area of acquisitions by private beneficiaries g. Contract 36 - Working visits at the EU in view of exchanging experience in operating supporting structures of businesses financed through SIs h. Contract 37 - Experience exchange with homologous bodies in EU Member States i. Contract 38 - Standard documentation for supporting local authorities in view of the efficient programming of interventions from SIs 	
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
No problems in implementation were outlined in the last available Progress Report (Progress Report no. 24/07.07.2015).	Progress Report 24/07.07.2015
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT				SMIS CODE												
TECHNICAL ASSISTANCE FACILITY				5086												
<table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>10.10</td> </tr> <tr> <td>Eligible expenses approved</td> <td>8.91</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>6.46</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>1.66</td> </tr> </tbody> </table>				Category	Value	Eligible expenses requested	10.10	Eligible expenses approved	8.91	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	6.46	Reimbursed or approved national contribution	1.66	<p>Progress Reports 24/07.07.2015 / Information provided by the MEF</p>
Category	Value															
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Eligible expenses approved	8.91															
Pre-financing paid	0															
Reimbursed EU contribution (ERDF payments)	6.46															
Reimbursed or approved national contribution	1.66															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %													
Studies, analyses, reports, strategies	44	54	122.72%	Progress Reports 24/07.07.2015												

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<i>TECHNICAL ASSISTANCE FACILITY</i>				5086
Guides and other methodological documents	37	27	72.97%	
Exchange experience events concerning the implementation of funds and thematic aspects	30	8	26.67%	
Informative sessions concerning TAF at national and regional level	7	7	100%	
Brochure for the dissemination of TAF results	1	1	100%	
Consulting days for the management of the TAF Framework-Agreement	800	633.5	79.19%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
No information available				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
Expected effects One effect of the project has been represented by the standardization of tools, information and procedures for the management of structural instruments, mainly carried out within the LOT 2 of the project which oversaw the deployment of assistance for an improved coordination of structural instruments. This effect was specifically achieved through a series of studies, analyses and workshops with the purpose of creating				Interview with the Beneficiary, 03.11.2015

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<p>standard documentation for all Operational Programmes punctually and for specific activities of the structures managing EU funds. Most notably, this effect has been achieved in the following subsequent contracts: Contract 9 - under which a workshop for the elaboration of methodologies for the Annual Implementation Report was organised; Contract 13 - referring to the elaboration of a standard Terms of Reference for activities related to awareness campaigns; Contract 14 - concerning the elaboration of general types of evaluation factors for tendering documentation in consulting services; Contract 15 - referring to the elaboration of standard Terms of Reference for activities related to the functioning of help-desk facilities; Contract 21 - referring to the elaboration of a more efficient methodology for reporting activities; Contract 24 - referring to the elaboration of standard documentation for harmonising public procurement procedures for structures working with structural instruments within the Ministry of Interior; Contract 25 - concerning the elaboration of a methodology for approaching internal audit missions; Contract 26 - concerning the development of a mechanism for preventing overlaps in public financing of projects; Contract 27 - referring to the revision of the strategic framework by coming up with a series of guidelines and indicators for monitoring and evaluation; Contract 35 - concerning the elaboration of standard tendering documentation for services related to supervision, technical assistance and application preparation; Contract 38 - concerning the elaboration of standard programming documentation.</p> <p>The project also contributed to the increased knowledge of staff in the practicalities of implementing the Structural Instruments. These effects have partly been achieved through experience and good-practice exchange events carried out within LOT 3, most notably encompassed in the following contracts: Contract 3 - referring to experience exchange on deficiencies in public procurement verifications; Contract 4 - referring to experience exchange on themes of prevention, identifying and solving conflicts of interest in public procurement procedures; Contract 5 - referring to experience exchange on elaborating the Regional Strategies for Intelligent Specialization; Contract 36 - which oversaw work visits in the EU in view of exchanging experience on operating structures for supporting businesses financed from structural instruments; and Contract 37 - referring to experience exchange with homologous institutions abroad. Furthermore, an experience exchange contract which had a particular effect on ensuring the homogenous</p>	

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<p>capacity for the management of the EU structural instruments has been Contract 18, under which a roundtable was organised with all MAs and IBs managing Operational Programmes for exchanging experience in the area of acquisitions made by private beneficiaries.</p> <p>Not least, the project also had valuable contribution to the increased experience of most of the MAs and IBs in the area of financial management and control, as well as to the other effects mentioned above through LOT 1 which oversaw the development of studies, analyses and research on specific activities related to a more efficient and effective management of structural instruments. This effect has mainly been achieved through a series of strategies (such as Contract 7 - referring to the strategy for the Competitiveness Pole - Automotive Craiova), or capacity building analyses for institutions involved in structural instruments (such as Contract 30 - referring to technical assistance for capacity building within the MFE).</p> <p>The project also had a marginal contribution for the on-time mobilization for the implementation of the new programming documents, mainly through Contract 38 under LOT 3, which oversaw the elaboration of standard documentation for supporting local authorities in view of a more efficient programming of interventions from structural instruments.</p>	
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	

NAME OF THE PROJECT	SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>	5086
<p>Moderate to High</p> <p>The sustainability of the results of the project is hard to assess, mainly because of the large and permanent flow of personnel happening within the Ministry of European Funds in particular, and among all public institutions in general (since switching between departments and institutions is a common practice among public servants). However, since the project horizontally targeted all institutions involved in the management of structural instruments, the effects which the project had on the personnel working within these institutions are prone to be sustainable even as staff is migrating from an institution to another.</p>	<p>Interview with the Beneficiary, 03.11.2015</p>
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>High</p> <p>Currently there are endeavours on preparing a similar framework contract for operating a Technical Assistance Facility in the new programming period, in view of covering the needs of the institutions involved in the management of structural instruments which will emerge in the future.</p>	<p>Interview with the Beneficiary, 03.11.2015</p>
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
<p>Since the project is considered to be one of the most representative endeavours carried out through the OPTA 2007-2013, horizontally addressing the needs of institutions involved in the management of structural instruments through a series of activities (particularly technical assistance; studies, research and analyses; and experience exchanges), a similar project will also be eligible for financing under the new OPTA 2014-2020.</p>	<p>Interview with the Beneficiary, 03.11.2015</p> <p>OPTA 2014-2020 Programming Document</p>
4. IMPLEMENTATION MECHANISMS	

NAME OF THE PROJECT	SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>	5086
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>LOT 1 can be seen as the most efficient in producing the desired effects, because it produces good practice manuals and useful analyses, studies and evaluations which play a big part in the learning, understanding and performance of structures and staff dealing with structural instruments. Furthermore, LOT 1 is efficient in ensuring qualified staff because in the case of studies and analyses performed under this LOT, there is a reciprocal learning effect between the people engaged in the working group and sometimes the beneficiaries who also participate in the development of studies, so expertise is properly disseminated among all participants. Furthermore, the studies produced under LOT 1 have an important effect because of the recommendations they can provide.</p> <p>LOT 3 can also be seen as a success factor in producing the desired effects, not only because of the increased knowledge the participants gain from these events, but also because of their multiplier effect they entail, since participants become trainers for their colleagues after the experience exchange events have ended.</p>	<p>Interview with the Beneficiary, 03.11.2015</p>
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>There haven't been considerable problems encountered in the implementation of the project. However, some problems which have to be addressed emerged from the sometimes too narrow scope of the studies, analyses and research performed under LOT 1, which should seek to cover more themes and issues in the future.</p> <p>Furthermore, another problem has been posed by the participation of sometimes low qualified staff in experience exchange activities because of inadequate criteria for the selection of candidates, which may have impeded the project from attaining the full potential in terms of effects.</p>	<p>Interview with the Beneficiary, 03.11.2015</p>
5. CONCLUSIONS	

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Project relevance

The project is considered to be of high relevance for the performing the case study for a number of reasons. First, in terms of ERFD financing, the project covers 2.76% of the funds allocated for the 95 projects covered by the scope of the analysis, making it the 9th highest funded project. Moreover, covering 16.43% of the total funds allocated for project group 1, the project is the second highest financed project in the group.

The project is of high relevance also because of its structural particularity, taking the form of a framework-agreement acting as an umbrella for the performance of a high volume of subsequent contracts covering a large range of activities, from studies, analyses and research to specific technical assistance and experience exchange events. As such, its objectives of quickly and punctually covering the horizontal needs of institutions involved in the management of structural instruments in a flexible manner, through a heterogeneous measures and activities, is considered to epitomize the very essence and rationale of the OPTA 2007-2013.

Coherence of objective and activities with the reconstructed LOI of KAI 1.1

The objectives and activities of the project enjoy a particularly high level of coherence with the reconstructed LOI of KAI 1.1.

As outlined in the objectives section, the purpose of the project has been the operation of a Technical Assistance Facility as a framework-agreement through which multiple subsequent contracts were to be performed in order to meet the needs of all structures coordinating and managing structural instruments, with a horizontal character. The coherence with the reconstructed LOI is also highlighted by the specific objectives of the project (namely the conduct of analyses and studies to improve the overall functioning of the system, the solving of procedural and legal bottlenecks, the organization of experience and good practice exchange events and the support for beneficiaries in elaborating tendering documentation) which are highly aligned with the short-term impacts of creating homogenous capacity, standardizing tools, increasing knowledge of staff and increasing experience among the MAs and IBs in the system for managing structural instruments.

The activities encompassed in the three lots of the project are also considered to be highly aligned with the indicative operations envisioned in the LOI. LOT 1 referring to studies and analyses and research, and LOT 2 referring to assistance for improving implementation framework are considered to be representative for 4 of the indicative operations as per the LOI, namely: (1) reviews of procedures related

NAME OF THE PROJECT	SMIS CODE
<i>TECHNICAL ASSISTANCE FACILITY</i>	5086
<p>to the management and monitoring, certification, payment and control; (2) development of common standards and guidelines for the MAs; (3) elaboration and distribution of reports of activities and guidelines with best practices and (4) studies regarding policies relevant for structural instruments and studies concerning the impact, the effectiveness and efficiency of structural instruments. Furthermore, LOT 3 referring to the transfer of expertise is mainly related to the indicative operation of supporting activities and events, while also including elements related to the development of common standards and the dissemination of best practices included in the other above-described indicative operations.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>The impacts achieved by the project are considered to be highly aligned with most of the expected short-time impacts envisioned for KAI 1.1. As such, while LOT 2 oversaw activities related to standardization of processes and documentation for institutions involved in the programming, monitoring, financial management, control and internal audit of the structural instruments, it significantly contributed to the short-term impact of (1) standardizing tools , information and procedure for the management and implementation of the structural instruments. By producing standard formats for all institutions involved in the management of structural instruments, this LOT also contributed alongside to LOT 3 (referring to experience exchange) to a more (2) homogenous capacity for the management of the EU structural instruments among institutions. LOT 1 which oversaw the development of studies, analyses and research on very specific issues related to the implementation of structural instruments contributed to the short-term impact of building increased knowledge of staff in the practicalities of implementing the structural instruments. By providing studies, technical assistance and experience exchange on themes related to the control and financial management of structural instruments, all three LOTS commonly contributed to a fourth short-term impact, related to the (4) increased experience among most of the MAs and IBs in the area of financial management and control.</p> <p>The project, and particularly LOT 3, marginally tackled issues related to the programming of structural instruments, and therefore contributed to the (5) on time mobilization for the implementation of the new programming documents.</p> <p>By contributing to these short-term impacts through a complex and high volume of activities addressing all the system of managing structural instruments, the project is prone to contribute to achieving both medium-term impacts of a more (1) effective coordination of programming, monitoring, control and internal audit, but also to the (2) reduced overlaps of OPTA with the other OPs during</p>	

NAME OF THE PROJECT	SMIS CODE
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<p>implementation, which in turn are due to contribute to the long-term impact of an efficient and effective process of programming, monitoring, financial management, control and internal audit.</p> <p><i>Sustainability of impacts</i></p> <p>As described in the relevant section, while the sustainability of the project may be put at risk by factors such as the migration of staff between institutions, the impacts of the project are considered to enjoy an at least moderate to high level of sustainability, ensured by the development and implementation of standardized formats for processes and documents which will continue to be used in the new programming period, but also by the increased knowledge in the practicalities of structural instruments achieved by studies and experience exchange activities bringing knowledge and information which is due to be perpetuated in the system.</p> <p><i>Lessons learned</i></p> <p>An important lesson learned from the implementation of the project is that there is a definite need of flexible framework contracts which can quickly and punctually address the needs of institutions involved in the management of structural instruments in the new programming period.</p> <p><i>Recommendations</i></p> <p>In the new programming period, the LOTS within the framework contract should be restructured as follows: for LOT 3 referring to experience exchange activities, a better selection of staff participating in these activities should be made on clearer and more correct criteria: they should have the capacity to replicate what they learn, the willingness and enthusiasm to learn, and the merit. As such, with the newly proposed system for monitoring and managing performance, Interreg Europe, this selection based on more meticulous and meritocratic criteria is achievable in the next programming period.</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS	33792
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Authority for the Coordination of Structural Instruments (ACSI)</p> <p>The Authority for the Coordination of Structural Instruments (ACSI) was established in 2004, as a general directorate within the Ministry of Public Finance. It fulfilled the role of a national coordinator of EU assistance. As a national coordinator of EU assistance, ACSI had attributions and responsibilities both in the pre-accession financial assistance, as well as in the coordination of the management of Structural and Cohesion Funds.</p> <p>ACSI coordinated the preparation and the functioning of the legislative, institutional and procedural framework for the management of structural instruments, and also programmed, monitored, coordinated and evaluated the utilization of EU financial assistance.</p> <p>Since 2013, the Ministry of European Funds has taken over the functions of ACSI.</p> <p>Website: http://www.mfinante.ro/instrumentestruct.html</p>	<p>Financing Request no. 1.1.075</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>32 months</p> <p>(from 01.10.2010 to 31.05.2013)</p>	<p>Financing Request no. 1.1.075</p>

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS		33792
c. PROJECT STATUS		
Finalised		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	208,035.82	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	174,040.89	
<i>ERDF contribution</i>	139,232.71	
e. OBJECTIVE		
The objective of the project is to support of experience exchanges in view of improving the coordination, management and control process of structural instruments, thus contributing to a more efficient implementation and to the growth of the absorption rate of EU funds in Romania.		Financing Request no. 1.1.075
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
<i>Direct Beneficiaries:</i>	ACIS	Financing Request no. 1.1.075

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS		33792
Target group:	OPTA and/or other structures involved in the area of Structural Instruments	
g. PLANNED ACTIVITIES		
<p>Organizing events focused on exchanges of experience with representatives from other European Union Member States in the area of coordination, management and control of Structural Instruments.</p> <p>The participation of ACIS, MA OPTA and/or other structures involved in the area of structural instruments at events focused on exchanges of experience organised with other European Union Member States in the area of coordination, management and control of Structural Instruments.</p>		<p>Financing Request no. 1.1.075</p>
h. IMPLEMENTED ACTIVITIES		
<p>Organized events focused on exchanges of experience with representatives from other European Union Member States in the area of coordination, management and control of Structural Instruments.</p> <p>Personnel of ACIS, MA OPTA and/or other structures involved in the area of structural instruments participated at events focused on exchanges of experience organised with other European Union Member States in the area of coordination, management and control of Structural Instruments.</p>		<p>Progress Report no. 8/01.07.2013</p>
i. DELIVERABLES PRODUCED UNDER THE PROJECT		
<p>18 - 21 November 2010</p> <p>The Conference of the New Member States</p>		<p>Progress Report no. 8/01.07.2013</p>

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS</i>	33792
<p>Exchange of documents between ACSI and the Ministry of Regional Development in Poland</p> <ul style="list-style-type: none"> -Exchange of the Annual Implementation Report for 2009 (monitoring). -Exchange of documents concerning the verification of reimbursement requests for identifying manners of simplifying verification procedures for MAs and IBs in Romania (control). -The preliminary position of the Government of Romania concerning the priorities of Romania in the negotiations for the future of the Cohesion Policy post-2013 (programming). <p>1 September - 30 November 2010</p> <p>Experience exchange between ACSI and the Interministerial Department for the Arrangement of Territory and Regional Development (DATAR) in France. From ACSI, three people participated: Adriana Gorgonețu, Mariana Svestun and Diana Iliescu (programming, new territorial approach 2014-2020).</p> <p>1 March - 31 May 2012</p> <p>Seminar concerning the competitiveness of regionals and economic changes from the perspective of EU Structural Funds management in France. From ACSI, Iulia Gugiu participated. (programming)</p> <p>1 June - 31 August 2012</p> <p>Experience exchange concerning the management of structural funds in Bulgaria. From ACSI, Livia Chirita, Antoaneta Popescu, Florentina Ciocănel and Monica Cristea participated (Technical Assistance, monitoring, programming).</p> <p>Workshop concerning the main lessons learned after audit missions by new Member States in the area of public procurement in Hungary. From ACSI, Beatrice Naniș participated. (internal audit)</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS</i>	33792
<p>1 June - 31 August 2012</p> <p>Experience exchange concerning the management of structural funds in Bulgaria. From ACSI, Livia Chirita, Antoaneta Popescu, Florentina Ciocănel and Monica Cristea participated (Technical Assistance, monitoring, programming).</p> <p>Workshop concerning the main lessons learned after audit missions by new Member States in the area of public procurement in Hungary. From ACSI, Beatrice Naniș participated. (public procurement)</p> <p>1 September - 30 November 2012</p> <p>Technical reunion concerning the implementation stage of structural instruments in the member states of the Visegrad Group and other invited states in Poland. From ACSI, Delia Ionică and Florentina Ciocănel participated. (programming, monitoring)</p> <p>1 March - 30 May 2013</p> <p>Reunion between national coordinators of the EU Strategy for the Danube Delta and national coordinators of the Partnership Agreement. (all functions, mainly programming)</p>	
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
There are no problems mentioned in the last available Progress Report (no.8 /01.07.2013).	Progress Report no. 8/01.07.2013
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT				SMIS CODE												
SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS				33792												
<table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>0.18</td> </tr> <tr> <td>Eligible expenses approved</td> <td>0.18</td> </tr> <tr> <td>Pre-financing paid</td> <td>-</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>0.14</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.04</td> </tr> </tbody> </table>				Category	Value	Eligible expenses requested	0.18	Eligible expenses approved	0.18	Pre-financing paid	-	Reimbursed EU contribution (ERDF payments)	0.14	Reimbursed or approved national contribution	0.04	Progress Report no. 8/01.07.2013
Category	Value															
Eligible expenses requested	0.18															
Eligible expenses approved	0.18															
Pre-financing paid	-															
Reimbursed EU contribution (ERDF payments)	0.14															
Reimbursed or approved national contribution	0.04															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Progress Report no. 8/01.07.2013												

NAME OF THE PROJECT				SMIS CODE
<i>SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS</i>				33792
Events focused on experience exchange concerning the implementation of funds and thematic aspects	2	2	100%	
Days of participation by ACIS, MA OPTA and/or other structures involved	26	26	100%	
Translated pages	247	247	100%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
No information available				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
<p>Expected Effects</p> <p>One expected effect to which the project contributed concerns the increased knowledge of staff in the practicalities of implementing Structural Instruments. More specifically, the project contributed to the increased knowledge of people in leadership positions in terms of programming, monitoring, financial management and control, through experience and good practice exchanges on diverse themes, such as Cohesion Policy (in Poland), Competitiveness of regions and economic changes from the perspective of</p>				<p>Interview with the beneficiary, 03.11.2015</p>

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<i>SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS</i>	33792
<p>structural funds management (in France), EU funds management (in Bulgaria), and also workshops on technical issues such as audit in the area of public procurement (in Hungary). Other thematic events related to European Union policy that contributed to the increased knowledge of staff in structural instruments are: the technical reunion concerning the implementation stage of structural instruments in the members states of the Visegrad Group, and the reunion of national coordinators in the area of EU Strategy for the Danube Delta.</p> <p>The project also contributed to the standardization of tools, information and procedures for the monitoring and control of projects financed through structural instruments, especially through the exchange of two types of documents with the Polish counterparts: first, exchange of documents has been carried out concerning the simplification of verification procedures for reimbursement requests for Managing Authorities and Intermediary Bodies; second, in ACSI received the Polish model of the Annual Implementation Report for 2009 which informed the development of the standardized format for subsequent Annual Implementation Reports in Romania.</p> <p>The project also contributed, to some extent, to the on time mobilization for the implementation of the new programming documents. As such, within the project, protocols laying the basis for the collaboration of Romanian institutions involved in the management of structural instruments with International Financial Institutions (IFIs) within the OPTA, such as the protocols with the European Investment Bank (EIB) and the International Bank for Reconstruction and Development (IBRD). In this sense, the project contributed to the programming process for the OPTA.</p> <p>These expected effects significantly contributed to the achievement of the medium-term impact of a more effective coordination of Structural Instruments, particularly in the areas of programming, monitoring and control.</p>	

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<i>SUPPORT FOR THE EXCHANGE OF EXPERIENCE WITH OTHER EU MEMBER STATES IN ORDER TO IMPROVE COORDINATION, MANAGEMENT AND CONTROL OF STRUCTURAL INSTRUMENTS</i>	33792
<p>Unexpected Effects</p> <p>An unexpected effect has been seen in terms of capacity building of the structures managing structural instruments. After the experience exchanges organized in Poland within this project, the Ministry of European Funds was set up based on the Polish model.</p>	
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	
<p>Moderate to High</p> <p>Since all participants in the experience exchange activities organized within the project have remained in the system of the management of structural instruments and are still working in the Ministry of European Funds, this factor is prone to ensure the sustainability of the project in the upcoming period. Furthermore, since the use of the standardized documents resulted from the activities implemented within the project is expected to continue in the new programming period, the sustainability of the project is ensured through this mechanism.</p>	<p>Interview with the beneficiary, 03.11.2015</p>
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	

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<p>High</p> <p>Since the need to pursue strategic exchange of experiences and good practice with other Member States in the area of structural instruments will continue in the new programming period (as this seems to be one of the most effective capacity building tools), there are incentives to continue such projects in the new programming period. A similar project will benefit from funding within the OPTA 2014-2020, with work currently being performed on developing a Financing Request.</p>	<p>Interview with the beneficiary, 03.11.2015</p>
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
<p>For the next programming period, similar experience exchange projects for the personnel involved in the management of structural instruments are due to be financed through the OPTA 2014-2020.</p>	<p>Interview with the beneficiary, 03.11.2015</p>
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	

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<p>A success factor contributing to the good implementation of the project has been represented by the good collaboration of the Romanian personnel and institutions with partners and counterparts from the EU Member States where experience and good practice exchanges have been organized. An eloquent example of this good collaboration is the activity performed between 01.09.2010 - 31.08.2011 which oversaw the exchange of experience between the Ministry of European Affairs through DG ACSI and the Interministerial Department for the Arrangement of Territory and Regional Development (DATAR) in France.</p>	<p>Interview with the beneficiary, 03.11.2015</p>
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Complex documentation</p> <p>Problems in the implementation of the project were mainly posed by the complicated documentation, especially the reimbursement requests which are particularly complex and difficult to make.</p>	<p>Interview with the beneficiary, 03.11.2015</p>
5. CONCLUSIONS	
<p><i>Project relevance</i></p> <p>The project is considered to be of high relevance for the present analysis because of the important role it plays in offering technical assistance for supporting the next programming 2014-2020, and also because of its strategic significance in allowing personnel involved in structural instruments in leadership positions to participate in experience exchange events with foreign counterpart institutions. While it is not among the highest funded projects within the OPTA 2007-2013 (covering 0.18% of total funds allocated for its project group, and 0.03% of total funds allocated for the 95 projects falling under the scope of the analysis), the project was chosen following the "purposive sampling approach", because it is one of the most eloquent experience exchange projects on technical assistance on which the Ministry of European Funds, the main authority in managing Structural Instruments, was engaged. Moreover, the rich data provided by the documents</p>	

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<p>and project team also constituted an important criteria for including the project using the "purposive sampling approach" as proposed by Paul Oliver and Victor Jupp in their 2006 article, "Purposive sampling" (Oliver & Jupp, 2006, "Purposive sampling", the SAGE dictionary of social research methods, Sage).</p> <p><i>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</i></p> <p>Since the objective and activities and the project envisaged the organization of experience exchanges in view of improving the coordination, management and control process of structural instruments, the project enjoys a high level of coherence with the indicative operation identified in the LOI of offering "support for events and activities".</p> <p>Moreover, the activities of the project which specifically targeted experience exchange events on issues related mainly to programming, monitoring and control are highly coherent with the expected impacts of: (1) standardization of tools, information and procedure for the management and implementation of Structural Instruments, (2) increased knowledge of staff in the practicalities of implementing the Structural Instruments and the (3) on time mobilization for the implementation of the new programming documents.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>The impacts of the project, as outlined in the relevant section above, have mainly consisted in the standardization of tools, information and procedure for the management and implementation of the Structural Instruments, the increased knowledge of staff in the practicalities of implementing the Structural Instruments, and to some extent to the on time mobilization for the implementation of the new programming documents. These effects have been achieved through the experience exchange activities of people in management positions within the Ministry of European Funds with similar institutions abroad, on issues related to programming, monitoring and control.</p> <p>These short-term impacts have significantly contributed to the medium-term impact of a more effective coordination of programming, monitoring and control of the Structural Instruments through the considerable sustainability of the project, which is prone to produce the long-term effect of a more efficient and effective process of programming, monitoring, financial management, control and internal audit of the Structural Instruments. For this reason, the achieved impacts of the project are considered to be strongly aligned and coherent with the</p>	

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<p>expected impacts of KAI 1.1</p> <p><i>Sustainability of impacts</i></p> <p>The sustainability of the project is evaluated to be moderate to high, since the experience exchange activities organized within the project have mainly addressed people in leadership positions within the Ministry, who have remained in the system thus ensuring the perpetuation of the impacts.</p> <p><i>Lessons learned</i></p> <p>One important lesson learned from the implementation of this project is that experience and good practice exchange activities in EU Member States are a necessary and useful way to increase the knowledge of the staff involved in structural instruments, just by virtue of allowing people to witness the workings of similar institutions abroad and giving them the opportunity to apply what they have seen at home.</p> <p><i>Recommendations</i></p> <p>In the new programming period, better analyses of needs concerning experience and good practice exchanges that are more grounded on reality and the actual needs of personnel should be performed. Furthermore, experience exchange activities should be more inclusive, also allowing people involved in structural instruments at diverse levels to take part, not only addressing the top and leadership positions within the Ministry.</p>	

NAME OF THE PROJECT	SMIS CODE
<i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i>	48792
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>National Council for Solving Contestations (NCSC)</p> <p>From 1 January 2007, NCSC - The National Council for Solving Contestations obtained legal status in Romania to fulfil its commitment in the accession process to the European structures. The NCSC has competencies in solving contestations formulated for public procurement procedures before the signing of tendering contracts.</p> <p>Website: http://www.cnsc.ro/</p>	<p>Financing Request no. 1.1.146</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>19 months (from 01.05.2014 to 30.11.2015)</p>	<p>Addendum no. 1 to the Financing Contract no. 1.1.146</p>
c. PROJECT STATUS	

NAME OF THE PROJECT		SMIS CODE
<i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i>		48792
In implementation		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	7,849,862.28	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	7,849,862.28	
<i>ERDF contribution</i>	6,672,382.94	
e. OBJECTIVE		

NAME OF THE PROJECT	SMIS CODE
<p><i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i></p>	<p>48792</p>
<p>The overall objective of the project is the optimization of the National Council for Solving Contestations in its specific area of responsibility (the settlement of appeals in the award procedure, in particular those related to procurements within projects financed from structural instruments - carried out by both public and private bodies), by optimization measures supported by the actions of the project that will also indirectly benefit contracting authorities and/ or institutions involved in projects that are based on structural funding.</p> <p>The specific objectives are: Identifying problems in key stages of the procurement processes faced by contracting authorities in the field of structural instruments and forwarding proposals for their resolution; identifying and promoting coherent solutions, which apply when incidents arise in the procurement procedure, avoiding different assessments from other institutions involved in the field (such as ANRMAP and UCVAP); optimizing the procedures for the resolution of contestation for the tendering procedures in structural instruments developed by streamlining and developing communication channels with those involved in procurement (including beneficiaries of structural instruments); organizing exchanges of experience (national and international) on issues related to public procurement financed from structural instruments; developing and implementing an electronic platform to store structured information on areas of interest and allow keyword searches in decisions issued by the NCSC, in order to ensure the easy access to information and exchange of best practices for stakeholders in the process of public procurement (in particular, for contracting authorities); an analysis of internal and current processes and procedures (e.g. external performance audit) to reflect the organizational level and overall institutional performance of NCSC, and of own capacity to fulfil missions and objectives.</p>	<p>Financing Request no. 1.1.146</p>

NAME OF THE PROJECT		SMIS CODE
IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS		48792
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
Direct Beneficiaries:	<p>National Council for Solving Complaints (CNCS)</p> <p>Contracting authorities benefiting from financing through Structural Instruments (authorities at central, regional and local level; SMEs; Professional Associations; Chambers of Commerce and Industry; NGOs)</p> <p>Other institutions with role in the evaluation, management and monitoring of projects financed through Structural Instruments (Unit for Coordination and Verification of Public Procurement, National Authority for Monitoring Public Procurement, Certifying and Paying Authority, Competition Council, Managing Authorities, Intermediary Bodies)</p> <p>Economic agents interested in accessing public procurement procedures in the area of structural funds</p>	Financing Request no. 1.1.146
Target group:	<p>Citizens</p> <p>Future beneficiaries of financing through Structural Instruments</p>	
g. PLANNED ACTIVITIES		

NAME OF THE PROJECT	SMIS CODE
<p><i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNSC), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i></p>	<p>48792</p>
<p>Activity 1: Project Management</p> <ol style="list-style-type: none"> 1. Procurement of technical assistance services in project management 2. Procurement of intangible assets, equipment, stationery and consumables 3. Actual implementation of the project <p>Activity 2: Internal diagnosis analysis concerning the problems in public procurement encountered by contracting authorities and beneficiaries of structural instruments</p> <p>Activity 3: Elaboration and drafting of a good practice guideline (collection of motivated decisions) in the area of public procurement for projects financed through Structural Instruments and the dissemination of information</p> <ol style="list-style-type: none"> 1. Elaboration and drafting of a good practice guideline (Present Case Collection) in the area of public procurement for projects financed through Structural Instruments 2. Organizing 8 regional events for the dissemination of information 3. Organizing seminars for good practice exchange with institutions involved in the management of Structural Instruments and the regulation of procurement made from Structural Instruments <p>Activity 4: Creation and installation of an informatics platform for access to the Present Case Collection and to other relevant information for the prevention of irregularities in public procurement</p> <ol style="list-style-type: none"> 1. Procurement of tangible and intangible fixed assets for the establishment of the informatics platform for 	<p>Financing Request no. 1.1.146</p>

NAME OF THE PROJECT	SMIS CODE
<p><i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i></p>	<p>48792</p>
<p>access to the Present Case Collection and to other relevant information for the prevention of irregularities in public procurement</p> <p>2. Procurement of services for the development of informatics platform for access to the Present Case Collection and to other relevant information for the prevention of irregularities in public procurement and installation</p> <p>3. Realization of content (informative packages) for the informatics platform for information and access to the Present Case Collection</p> <p>Activity 5: Conducting an analysis of the processes and current internal procedures (e.g. performance external audit), in view of reflecting the organizational and general institutional performance level of CNCS, respectively of own capacity for the fulfilment of the mission and own objectives</p> <p>1. Selection of a service provider (e.g. performance external audit)</p> <p>2. Carrying out data collection and analysis activities</p> <p>3. Releasing specialised reports concerning the results of the analysis</p> <p>Activity 6: Organizing experience exchange with institutions with prerogatives in the management and monitoring of procurement from Structural Instruments</p>	
<p>h. IMPLEMENTED ACTIVITIES</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i></p>	<p>48792</p>
<p>Activity 1</p> <p>The procurement of technical assistance services for project management has been contested, and is currently under litigation.</p> <p>Procurement of intangible assets, equipment, stationery and consumables, necessary for the development of activities. The products have been delivered and are currently utilized by the project team.</p> <p>Per se implementation of the project. The project team within CNCS is performing, but doesn't yet have the support from the technical assistance service providers, so additional effort is needed.</p> <p>Reimbursement request nr. 3/29.04.2015 and Progress Report nr. 4 have been sent to the OPTA MA.</p> <p>Activities 2, 3 and 4</p> <p>The procurement procedures necessary for the development of Activities 2,3 and 4 within the project have been finalised.</p> <p>Activity 5</p> <p>The contract nr. 319/27.04.2015 afferent to Activity 5 is currently on-going, for "Conducting an analysis of the processes and current internal procedures (e.g. performance external audit), in view of reflecting the organizational and general institutional performance level of CNCS, respectively of own capacity for the fulfilment of the mission and own objectives".</p> <p>Activity 6</p> <p>The seminar "good practice exchange for institutions with attributions, at national level, in the management and monitoring of structural instruments, with the participation of experts form other</p>	<p>Progress Report no. 5/28.07.2015</p>

NAME OF THE PROJECT	SMIS CODE
<i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i>	48792
Member States/EU level" has been organized.	
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
Conference for launching the project Functional web-site 2 Seminars on good-practice exchange Diagnostic analysis and good practice guide in public procurement Analysis of internal current processes and procedures (e.g. external performance audit) Seminar for good practice exchange with the participation of experts from EU level	Progress Report no. 5/28.07.2015
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	

NAME OF THE PROJECT	SMIS CODE
<p><i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i></p>	<p>48792</p>
<p>Not contracting technical assistance services</p> <p>Because of problems in co-financing, but also due to the long duration of the public procurement process, until now the contract for technical assistance services has not been signed. Because the result of the tendering procedure, established by the Commission for the Evaluation of Offers after the reevaluation imposed by the Court was contested at the Bucharest Tribunal, and the litigation is ongoing, the project team had no support in the preparation, initiation and implementation of useful procedures for ensuring the project activities.</p> <p>Correlating provisions in the Financing Request with the need to organize the project team</p> <p>Because Addendum 1 to the Financing Contract was signed, extending the duration of the project, and the budget allocated for the project team was estimated for a maximum of 16 months, the revision of the budget related to staff expenses is needed for the new set duration (19 months). Considering that savings have been made for all acquisitions, no new allocations are needed, but only a redistribution of sums in the total budget. Motivated by the fact that this modification is possible only through an Addendum, such a request will be submitted.</p>	
<p>k. FINANCIAL PROGRESS (RON)</p>	

NAME OF THE PROJECT				SMIS CODE												
<p><i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i></p>				48792												
<table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>0.15</td> </tr> <tr> <td>Eligible expenses approved</td> <td>0.15</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>0.13</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.02</td> </tr> </tbody> </table>				Category	Value (Millions)	Eligible expenses requested	0.15	Eligible expenses approved	0.15	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	0.13	Reimbursed or approved national contribution	0.02	<p>Progress Report no. 5/28.07.2015</p>
Category	Value (Millions)															
Eligible expenses requested	0.15															
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Reimbursed EU contribution (ERDF payments)	0.13															
Reimbursed or approved national contribution	0.02															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Progress Report no.												

NAME OF THE PROJECT				SMIS CODE
<i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i>				48792
Studies, analyses, reports, strategies	1	0	0%	5/28.07.2015
Guides and other methodological documents	2	0	0%	
Events focused on experience exchange concerning the implementation of funds and thematic aspects	3	3	100%	
Web Page	1	1	100%	
Informatics platform	1	0	0%	
Regional events for the dissemination of information	8	0	0%	
Events for communication and promotion (closure conference)	1	0	0%	
Information and promotional material	2,550	0	0%	

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External and independent analysis report of the CNSC activity	1	0	0%	
Number of persons in project team	5	5	100%	
Consulting through technical assistance services for project management	360	0	0%	
Consumables	1,455	1,455	100%	
Press releases	3	6	50%	
Tangible fixed assets procured	22	12	54%	
Intangible fixed assets procured	29	5	17%	

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Events for communication and promotion (opening conference)	1	1	100%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
5 Project Team Members				
1 Project Manager				
1 Legal and communication officer				
1 Public procurement officer				
1 Economic-financial officer				
1 Technical officer				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				

NAME OF THE PROJECT	SMIS CODE
<p><i>IMPROVING THE MANAGEMENT FOR THE NATIONAL COUNCIL FOR SOLVING COMPLAINTS (CNCS), RELATED TO THE SPECIFIC COMPETENCIES CONCERNING THE SUCCESSFUL IMPLEMENTATION OF PROJECTS FINANCED THROUGH STRUCTURAL INSTRUMENTS, BASED ON A MORE EFFICIENT PUBLIC PROCUREMENT PROCESS</i></p>	<p>48792</p>
<p>The effects are almost impossible to be seen since the project is not yet finalized. Furthermore, effects will be hard to be seen because of delays in financing, which have led to a shifting of activities by 4 months and which in turn led to some of our analyses to be irrelevant. Furthermore, most of the activities performed (such as the guide on good practices in public procurement, or experience exchange events) are based on current public procurement procedures which are due to change, so consequently most of the work will become irrelevant and the effects will be very low. As such, in the case of this project, one can only assess the potential effects.</p> <p>Expected Effects</p> <p>The project did achieve, to some extent, a more homogenous capacity for the management of the EU Structural Instruments. The seminars on good practice exchange carried out with contracting authorities in the field of structural instruments (the Audit Authority, Ministry of European Funds, the Managing Authorities for all Operational Programmes) had a positive effect, since they were based on conclusions gathered from more than 40,000 solved contestations during the 2006-2015 period, and within these seminars information on public procurement was disseminated successfully.</p> <p>The project also contributed to the increased knowledge of staff working within the NCSC in the practicalities of implementing the Structural Instruments. More specifically, the project gave the NCSC the opportunity to see how the structures and procedures for the implementation of structural instruments in Romania perform, which will make it easier for future project teams within the NCSC to implement future projects and to adapt to the system.</p>	<p>Interview with the beneficiary, 06.11.2015</p>

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<p>Unexpected effects</p> <p>A positive effect of the project has been the opportunity for the institution to ensure proper logistic support for carrying out its activities. Without the project, the budget would only have allowed these procurements to be done sequentially, and considering the depreciation of consumables and stationery, the logistic needs would have been impossible to meet.</p>	
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	
<p>Low</p> <p>Since the implementation of the project has been considerably delayed by public procurement issues, and since the national framework for public procurement is due to change in the upcoming period, the results of the project which was based on current public procurement practices are due to enjoy a low level of sustainability in the new programming period.</p>	Interview with the beneficiary, 06.11.2015
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	

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In the new programming period, the need to develop projects concerning a more efficient public procurement and contestation solving process is due to continue. Moreover, this need will be further multiplied by the changing legislative framework concerning public procurement in Romania which will impose renewed efforts for its understanding and efficient practice.	Interview with the beneficiary, 06.11.2015
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
Since this project seeks to address the capacity of institutions involved in the management of structural instruments through technical assistance - more specifically, in this case, the CNCS as an institution involved in public procurement, similar projects may be financed in the new programming period through the OPTA 2014-2020.	Interview with the beneficiary, 06.11.2015
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
The IT platform and the database containing present cases and contestations with which the NCSC interacted over time is a necessary tool that will prove useful in the new programming period as well.	Interview with the beneficiary, 06.11.2015
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	

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<p>Problems in co-financing</p> <p>At the beginning of the project, the approval of the co-financing has been delayed by the lack of involvement of the state, and this issue led a delay in activities and a bad synchronization of the schedule which affected the implementation of the project, and which consequently made some analyses performed by the project team obsolete and irrelevant.</p> <p>Problems in the tendering of technical assistance services</p> <p>Due to the fact that the tendering decision for the public procurement of technical assistance has been contested and the issue has not been solved timely, these services were lost and the project team had no support in this respect.</p> <p>Un-updated analysis of needs</p> <p>Problems in implementation also occurred because of an inadequate and un-updated analysis of the needs, which has not been properly done and updated according to the foreseen legislative changes in public procurement, so most of the outputs done within the project have thus been obsolete or irrelevant.</p>	<p>Interview with the beneficiary, 06.11.2015</p>
<p>5. CONCLUSIONS</p>	
<p><i>Project relevance</i></p> <p>The project is considered to be of high relevance for the present analysis for a number of reasons. First, because it covers 6.91% of ERDF contribution for all the 95 projects falling under the scope of the analysis. Furthermore, the project covers 41.21% of ERDF contribution for</p>	

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<p>project group 1 (technical assistance), thus being the 4th highest funded project in this category. The project has also been included in the sample using the "purposive sampling approach", being chosen because of it being the most important and funded project dealing with the public procurement dimension of the management and implementation of structural instruments, thus being of crucial importance to the well-functioning and consolidation of the system.</p> <p><i>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</i></p> <p>The objectives and activities of the project enjoy a high level of coherence with the reconstructed LOI for KAI 1.1. Consequently, the activities of the project, namely the technical assistance activities, the internal diagnosis analysis concerning the problems in public procurement, the elaboration and drafting of a good practice guideline, and the analysis of processes and current internal procedures of the NCSC, fit well with the indicative operations envisaged in the logic of intervention, specifically with the: (1) reviews of procedures related to the management and monitoring, certification, payment and control; (2) elaboration and distribution of reports of activities and guidelines with best practices; (3) support for activities and events, as well as (4) studies regarding policies relevant for Structural Instruments and studies concerning the impact, the effectiveness and efficiency of Structural Instruments.</p> <p>Through its main and specific objectives, the project is also well aligned with the medium-term impacts envisioned in the LOI, especially with the (1) standardization of tools, information and procedure for the management and implementation of Structural Instruments (through the development of the IT platform and database with present cases), (2) the homogenous capacity for the management of the EU structural instruments (mainly through the experience exchange activities with institutions with prerogatives in the management and monitoring of procurement from structural instruments), and the overall (3) increased knowledge of staff in the practicalities of implementing the structural instruments.</p>	

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<p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>Since the project was not finalized, and problems encountered in implementation have minimized the effects, in the case of this project it is more accurate to speak of the coherence of potential effects with respect to the expected impacts of KAI 1.1.</p> <p>The potential effects intended to be achieved by the project are considered to be aligned to the expected impacts as envisioned in the LOI for KAI 1.1, namely the (1) homogenous capacity for the management of EU structural instruments which was achieved not only through the experience exchange seminars with institutions with prerogatives in the management and monitoring of procurement from Structural Instruments, which were in some cases assisted by experts drawn from EU level, but also through the development and dissemination of good practice guides in the area of public procurement and the development of the IT platform and database allowing the quick access to information and experiences of the institution. Furthermore, potential effects are also aligned with the short-term impact of (2) increased knowledge of staff in the practicalities of implementing the Structural Instruments.</p> <p><i>Sustainability of impacts</i></p> <p>As described in the relevant section above, the activities of the project were delayed because of problems arising in the implementation of the project, rendering some of the analyses performed as obsolete and therefore having unsustainable effects in the long-term. Furthermore, because of contextual factors, namely the reformation of the public procurement procedures which is expected to occur in the next period, the effects of the project which relied on the current public procurement environment are due to have a low level of sustainability in the next programming period. However, one of the main vectors ensuring the sustainability of impacts is represented by the developed IT platform and database encompassing present cases dealt with by the NCSC over time, which will prove useful in the new programming period.</p> <p><i>Lessons learned</i></p>	

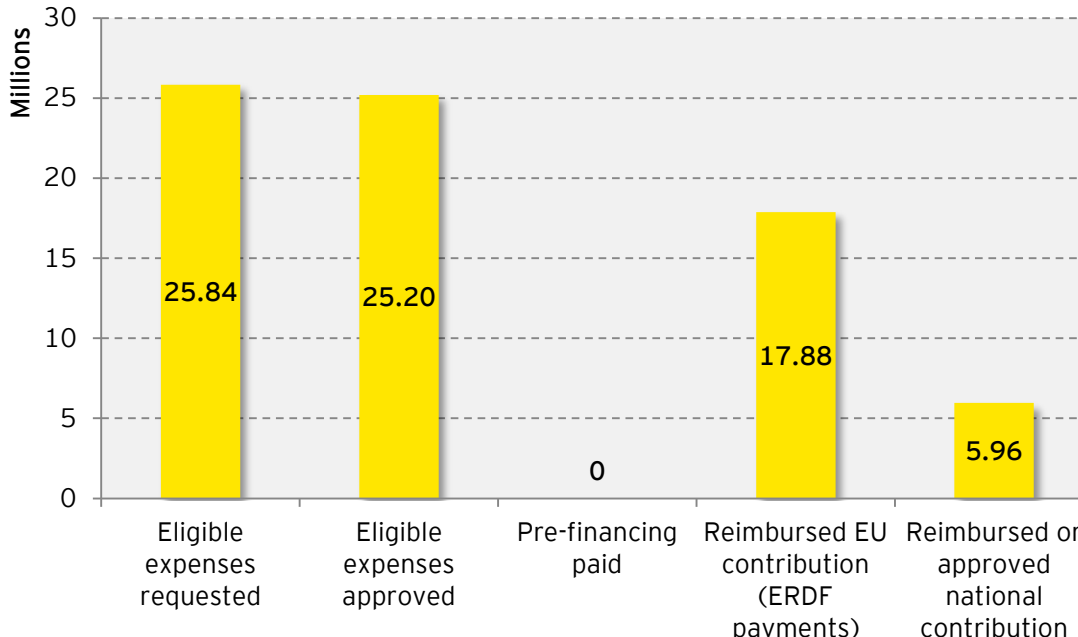
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<p>The lessons learned from the implementation of the project are mainly drawn from the familiarization of personnel with the structural instruments processes and procedures and their application in Romania. More specifically, the project gave the opportunity to the personnel of the NCSC to witness how the Managing Authorities manage projects in the area of structural instruments.</p> <p>Recommendations</p> <p>Taking into consideration the problems encountered during the implementation of the project and the delay due to co-financing problems, the main recommendation for the new programming period is for the Managing Authorities and Intermediary Bodies, which should be less politicized and more flexible in dealing with occurring issues within the projects financed from structural instruments.</p> <p>Furthermore, a secondary recommendation for the new programming period which concerns the whole system of public procurement dealing with issues related to structural instruments is to have a more unified and consolidated public procurement system, with a closer collaboration of all institutions with attributions in the area in order to ensure more efficient and effective management of structural instruments for 2014-2020.</p>	

NAME OF THE PROJECT	SMIS CODE
PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS	50109
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>The Ministry of European Funds</p> <p>The Ministry of European Funds (MEF) is the main authority involved in the management of Structural Instruments. In fulfilling its role, it cooperates with the relevant institutions in order to ensure the smooth and rigorous management and control of Operational Programmes in Romania, it acts as a Managing Authority for the Operational Programme Technical Assistance and the ISPA Programme, as well as having attributions in other European programmes and instruments.</p> <p>Website: http://www.fonduri-ue.ro/</p>	<p>Financing Request no. 1.1.171</p> <p>Ministry of European Funds website: http://www.fonduri-ue.ro/minister/prezentare</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>33 months (from 01.04.2013 to 31.12.2015)</p>	<p>Addendum no. 1/11.08.2015 to Financing Decision no. 1.1.171</p>
c. PROJECT STATUS	

NAME OF THE PROJECT		SMIS CODE
PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS		50109
In implementation		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	43,184,736.00	OPTA website www.poa.ro Data available on 13.11.2015
<i>Eligible value of the project:</i>	43,184,736.00	
<i>ERDF contribution</i>	32,388,552.00	
e. OBJECTIVE		
The general objective of the framework-agreement is the support authorities in the management system of structural instruments, in the proper management and implementation of funds allocated for Romania for the 2007-2013 programming period.		Financing Request no. 1.1.171
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
<i>Direct Beneficiaries:</i>	Ministry of European Funds	Financing request no. 1.1.171
<i>Target group:</i>	The project addresses, by nature, the Managing Authorities and Intermediary Bodies fo the different Operational Programmes	

NAME OF THE PROJECT	SMIS CODE
<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109
g. PLANNED ACTIVITIES	
<p>Ensuring personnel for the technical, financial and admissibility evaluation of financing requests for projects submitted within different Operational Programmes.</p> <p>Ensuring personnel for the verification of reimbursement requests for expenses related to approved projects, and for which the European Commission would reimburse the Romanian Government sums already paid from the state budget.</p> <p>Ensuring personnel for any other type of activity supporting the management system of Structural Instruments and responding to its specific needs.</p>	<p>Financing request no. <i>1.1.171</i></p>
h. IMPLEMENTED ACTIVITIES	
<p>Ensured personnel for the evaluation, from the admissibility, technical and financial point of view of financing requests for projects submitted within different Operational Programmes .</p> <p>Ensured personnel for the verification of reimbursement requests for expenses made within projects approved for financing.</p> <p>Ensured personnel for any other type of activity supporting the management system of Structural Instruments and responding to their specific needs.</p>	<p>Progress Report no. <i>3/30.09.2014</i></p>
i. DELIVERABLES PRODUCED UNDER THE PROJECT	

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<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109
<p>One framework contract covering 76 subsequent contracts for the provision of experts:</p> <p>42 subsequent contracts - "Services for ensuring experts to support the MA of POS CCE, respectively experts in the evaluation of financing requests, experts in verifying reimbursement requests, experts in public procurement and legal experts</p> <p>26 subsequent contracts - "Services for ensuring experts to support the MA of POS DRU, respectively experts for administrative / technical verification (on the spot verifications) of reimbursement requests and experts in public procurement</p> <p>4 subsequent contracts - "Services for ensuring experts to support the MA of POR and Intermediary Bodies"</p> <p>4 subsequent contracts - "Consulting services for ensuring experts to support the Certifying and Paying Authority for performing supplementary verifications of POS DRU projects, requested by representatives of the European Commission"</p>	Progress Report no. 3/30.09.2014
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
No problems in implementation were outlined in the last available Progress Report (Progress Report no. 3/30.09.2014).	Progress Report no. 3/30.09.2014
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT				SMIS CODE												
PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS				50109												
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Category	Value (Millions)															
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Reimbursed EU contribution (ERDF payments)	17.88															
Reimbursed or approved national contribution	5.96															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Progress Report no. 3/30.09.2014												
Number of expert days (days)	27,640	11,135	40.29%	Data provided by the MFE												

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<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT	
No information available.	
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT	

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<p><i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i></p>	<p>50109</p>
<p>Expected Impacts</p> <p>One direct effect of the project has been the coverage of gaps in the performance of specific tasks difficult to be performed by the existing civil servants. There is a definite gain from the project since the expertise was offered punctually and timely in a tailored manner for each institution through subsequent contracts covered by an all-encompassing framework-agreement. As such, the need identified at the beginning of the programming period (the need of external expertise to help staff involved in structural instruments in performing their tasks) sparked by structural problems such as the low level of specialization (especially in the areas of: reimbursement and financing requests, public procurement, solving complaints, legal, finance and accounting) and the high staff turnover was covered by the project.</p> <p>Unexpected Impacts</p> <p>An unexpected impact of the project has been represented by the knowledge and expertise exchange between service providers and staff involved in the management of structural instruments within MAs and IBs. Even though this effect was not envisioned in the programming phase of the project, during the implementation of the subsequent contracts one may talk of this spill-over effect which led to increased knowledge of staff in the practicalities of implementing the structural instruments, increased experience among most of the MAs and IBs in the area of financial management and control, and homogenous capacity for the management of the EU Structural Instruments.</p>	<p>Interview with the Beneficiary, 03.11.2015</p>
<p>3. SUSTAINABILITY OF THE PROJECT</p>	
<p>a. SUSTAINABILITY OF THE RESULTS</p>	

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<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109
<p>Moderate</p> <p>The effects of the project are expected to have a moderate level of sustainability.</p> <p>Even though service providers and external experts have oftentimes engaged and helped staff involved in structural instruments in performing their tasks, thus sharing their knowledge and expertise, there has been no coordination with other supporting instruments (e.g. trainings) in order to substantiate this acquired knowledge.</p> <p>Furthermore, since the project hasn't specifically intended the exchange of knowledge between external experts and staff, the moderate level of sustainability of the effects is also due to the lack of a consolidated knowledge-sharing mechanisms and a feedback-cycle among the participants of this project in order to sustain the effects in the long-term.</p> <p>The moderate sustainability of the project is also due to lack of an institutionalized dissemination mechanism of the knowledge in the system, which would otherwise allow the circulation of information and good practices within the system thus ensuring long-lasting effects.</p>	<p>Interview with the Beneficiary, 03.11.2015</p>
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	

NAME OF THE PROJECT	SMIS CODE
<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109
<p>High</p> <p>In the new programming period, it is expected that the need for external experts helping in the procedural activities (such as the development of reimbursement and financing requests, public procurement, solving contestations, legal, finance and accounting etc.) will continue, since procedures and documentation are expected to be complex and difficult to handle.</p> <p>Moreover, the need to employ contractual staff for specific positions difficult to be filled in by existing public servants will continue to be relevant as a way to address personnel fluctuations in the public structures involved in the management of structural instruments.</p>	<p>Interview with the Beneficiary, 03.11.2015</p>
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
<p>Since the framework contract employing experts has to respond to the punctual needs of authorities involved in structural instruments horizontally (for all Operational Programmes), such a contract will also be eligible in the new programming period through the Technical Assistance Priority Axes of Operational Programmes, as well as through the OPTA 2014-2020.</p>	<p>Interview with the Beneficiary / desk research - OPTA 2014-2020 Programming Document</p>
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	

NAME OF THE PROJECT	SMIS CODE
<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109
The approach of using one framework-agreement as a legal and procedural umbrella for performing subsequent contracts with external experts has proven to be efficient and effective in punctually and timely meeting the needs of the beneficiaries.	Interview with the Beneficiary, 03.11.2015
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	

NAME OF THE PROJECT	SMIS CODE
<p><i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i></p>	<p>50109</p>
<p>Inadequate analysis of needs</p> <p>Problems during the implementation of the project were stemmed by the fact that the analyses regarding the provision of experts in support of authorities involved in the management of structural instruments has been done in the ex-ante, programming phase of the project when not all information was available, and has been un-updated during the project implementation. Furthermore, because of reorganization and institutional changes during the implementation phase of the project, the exact need for external experts considerably changed and thus posed a further pressure on forecasts done in the ex-ante phase.</p> <p>Illustrating this problem, there were instances when beneficiaries requested a higher number of experts in the programming phase than actually needed, leading to redundant positions during the actual project implementation. Furthermore, there were other instances when the actual needs were underestimated, so Terms of Reference had to be exceeded in order for the needs of the beneficiaries to be met. Even though the differences between what was programmed and the actual needs weren't always huge, they were systemic and thus lead to inefficiencies at the level of the whole project.</p> <p>Inadequate performance and expertise from external experts</p> <p>Other problems in the project implementation were stemmed by occasional inadequate performances and expertise offered by some of the experts and service providers. The problem has been rooted in the inadequate eligibility and tendering criteria (mainly centred on low price offer and the timing of the offer), which have a low impact on pushing competition on the quality of the service provided.</p> <p>Furthermore, the poor criteria related to firm size and turnover rate of the service providers has led to the situation that out of a total of 39 contracted service providers, a large majority were small apartment firms, which often bring less experienced expertise and inputs of a lower quality.</p>	<p>Interview with the Beneficiary, 03.11.2015</p>
<p>5. CONCLUSIONS</p>	

NAME OF THE PROJECT	SMIS CODE
<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109

Project relevance

The project is considered to be of high relevance for the present analysis, not least because it covers 6.91% of ERDF contribution for all the 95 projects falling under the scope of the analysis (thus being the 3rd project in the list in terms of ERDF contribution). Furthermore, the project covers 41.21% of ERDF contribution for project group 1 (technical assistance), thus being the highest funded project in this category.

The project is also relevant for the impact evaluation of the OPTA 2007-2013, since it has been a horizontal project by nature, looking to ensure support for all Managing Authorities and Intermediary Bodies in the EU funds system in Romania.

Coherence of objective and activities with the reconstructed LOI of KAI 1.1

Based on the OPTA 2007-2013 programming document, one may notice that the project objective and activities are consistent with the SWOT analysis performed in the programming phase of the OPTA 2007-2013 for KAI 1.1 (which sought to contribute to the achievement of the long-term impact of the OPTA of ensuring the efficient and effective process of programming, monitoring, financial management, control and internal audit of the Structural Instruments), which foresaw the employment of contractual staff for specific positions difficult to be filled in with civil servants due to the high staff turnover and low level of specialization in some fields (particularly financial management and control).

Furthermore, based on the reconstructed LOI for KAI 1.1, one may notice that the project is consistent to some degree with the indicative operations envisioned (particularly the "support for events and activities" and the "horizontal investments" operations). The project also took into consideration contextual factors affecting the management system for structural instruments at the time, particularly the inadequate number of staff dedicated to the management and implementation of structural instruments, and the insufficient administrative capacity in conducting public procurement.

Coherence of impacts with respect to expected impacts of KAI 1.1.

The project did indeed contribute to the medium-term impact of an (1) effective coordination of programming, monitoring, financial management, control and internal audit of the Structural Instruments, however it did not intend to target the envisioned medium-term impact of (2) reducing overlaps of the OPTA with the other OPs.

NAME OF THE PROJECT	SMIS CODE
<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109
<p>Some connections can be made with the short-term impacts identified in the reconstructed LOI of KAI 1.1, such as (1) homogenous capacity for the management of the EU structural instruments, since the framework agreement was dedicated to ensuring experts for Managing Authorities and Intermediary Bodies transversally, for all Operational Programmes (the project specifically targeted structures working within POS DRU, POR and POS CCE). The project also contributed to the short-term impact of (2) increased experience among most of the MAs and IBs in the area of financial management and control by providing experts in these specific areas of implementing structural instruments. However, the achievement of these effects has been unexpected in terms of what the project envisioned, since the exchange of information and expertise from the external experts to staff working within the institutions was rather a spill-over effect. As such, the coherence between the project and the short-term impacts of the reconstructed LOI have rather been incidental.</p> <p>The project did indeed contribute to the medium-term impact of an (1) effective coordination of programming, monitoring, financial management, control and internal audit of the Structural Instruments, however it did not intend to target the envisioned medium-term impact of (2) reducing overlaps of the OPTA with the other OPs</p> <p><i>Sustainability of impacts</i></p> <p>As described in the previous section, ensuring service providers and external experts for filling in voids and for performing tasks which cannot be covered by the existing staff of structures involved in structural instruments is not a sustainable action in itself. However, the spill-over effect which consists in the transfer of knowledge and expertise from the external experts to the staff in beneficiary institutions has the potential to be sustainable. In the specific case of this project, since this effect has not been properly foreseen neither at micro-level (in the programming phase of the project), nor at a macro-level (in the LOI of KAI 1.1), it hasn't been managed adequately in order to maintain these effects. Consequently, these unexpected effects have a moderate potential to be sustainable in the new programming period.</p>	

NAME OF THE PROJECT	SMIS CODE
<i>PROVIDING EXPERTS IN SUPPORT OF AUTHORITIES INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	50109
<p><i>Lessons learned</i></p> <p>One important lesson learned from this project regards the importance of performing an adequate and thorough analysis of needs in the programming phase of the project in order to ensure a more efficient use of resources and in order to ensure a more effective support of structures managing structural instruments.</p> <p>Furthermore, the selection and tendering criteria and procedures for service providers and external experts are crucial in ensuring a high quality of technical assistance.</p> <p><i>Recommendations</i></p> <p>A more thorough and realistic analysis of needs should be performed by both programmers and beneficiaries in order to have an exact forecast of the number of experts that need to be employed and the specific areas that need to be addressed.</p> <p>Furthermore, in order to raise the quality standard of the work performed by external experts, more stringent eligibility criteria should be requested in order to avoid small and underperforming firms.</p> <p>As a last recommendation, in the programming phase of the projects other effects apart from the direct ones should be bared in mind in order to properly manage their sustainability. In the specific phase of these kinds of projects, a proper feedback cycle should be implemented in order to have a more productive control over the transfer of knowledge between external experts and staff. Furthermore, in order to maximize the transfer of expertise and ensure the sustainability of the effects, a more integrated approach should be assumed, having in mind a stronger correlation with training programs in technical issues related to structural instruments.</p>	

NAME OF THE PROJECT	SMIS CODE
CREATING A MECHANISM TO ENSURE A BETTER MONITORING AND CONTROL OF STATE AID IN ROMANIA.	50633
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Competition Council</p> <p>Competition Council is an autonomous administrative body aimed at protecting and stimulating competition in order to ensure a normal competitive environment, with a view towards the consumers' interests. Competition Council's role has two major dimensions: a corrective dimension - restoring and maintaining a normal competitive environment and a preventive dimension - monitoring markets and observing the behaviour of the actors participating in such markets.</p> <p>The Competition Council (CC) by virtue of Emergency Ordinance no. 117/2006 is the authority representing Romania in the institutional relationship with the European Commission on matters related to state aid. In order to fulfill the ex-ante conditionality in the field of state aid that Romania assumed through the Partnership Agreement 2014-2020 signed with the European Commission, CC is developing a project aiming at creating a mechanism to ensure a better monitoring and control of state aid in Romania.</p> <p>Website: http://www.consiliulconcurrentei.ro/ro/despre-noi.html</p>	<p>Financing Request no. CRTF 1.1.172/ 03.04.2014</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
22 months from 01.03.2014 to 31.12.2015	<p>Financing Request no. CRTF 1.1.172/ 03.04.2014</p>
c. PROJECT STATUS	

NAME OF THE PROJECT		SMIS CODE
CREATING A MECHANISM TO ENSURE A BETTER MONITORING AND CONTROL OF STATE AID IN ROMANIA.		50633
In implementation		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	7,828.582	OPTA wesite, http://www.poat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	7,642.499	
<i>ERDF contribution</i>	5,731,874.25	
e. OBJECTIVE		
<p>The general objective of the project consist in ensuring the more efficient application in Romania of the EU legislation in the field of management and control of state aids granted from national funds and SI.</p> <p>The specific objective of the project consist in creating a mechanism to ensure a better monitoring and control of state aids granted from national funds and SI.</p>		Financing Decision no. 1.1.172/07.01.2014
f. TARGETED GROUPS/DIRECT BENEFICIARIES		

NAME OF THE PROJECT		SMIS CODE
CREATING A MECHANISM TO ENSURE A BETTER MONITORING AND CONTROL OF STATE AID IN ROMANIA.		50633
Direct Beneficiaries:	Direct beneficiary: Competition Council Indirect beneficiaries: <ul style="list-style-type: none"> ▶ Ministry of European Funds ▶ Managing Authorities of structural funds/ Intermediate Bodies ▶ Central Administration Authorities 	Financing Request no. CRTF 1.1.172/ 03.04.2014
Target group:	Local Administration Authorities benefitting from state aid, authorities involved in the monitoring and control of state aid and SI.	
g. PLANNED ACTIVITIES		
<ul style="list-style-type: none"> ▶ Activity 1: Ensuring resources for the implementation, management and control of the project ▶ Activity 2: Realising an integrated IT system for the record of state aid/ de minimis in Romania ▶ Activity 3: Carrying out information and publicity activities for the project 		Financing Request no. CRTF 1.1.172/ 03.04.2014
h. IMPLEMENTED ACTIVITIES		
<ul style="list-style-type: none"> ▶ Activity 1: Ensured resources for the implementation, management and control of the project ▶ Activity 2: Established an integrated IT system for the record of state aid/ de minimis in Romania ▶ Activity 3: Carried out information and publicity activities for the project 		Progress report no. 5/ 31.07.2015
i. DELIVERABLES PRODUCED UNDER THE PROJECT		

NAME OF THE PROJECT	SMIS CODE
CREATING A MECHANISM TO ENSURE A BETTER MONITORING AND CONTROL OF STATE AID IN ROMANIA.	50633
An integrated IT system (REGAS) for the record of state aid/ de minimis in Romania.	Progress report no. 5/ 31.07.2015
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
<ul style="list-style-type: none"> ▶ Acquisition of IT&C equipment and IT licenses - the diminution of estimated value with the antivirus license for 23 work stations and 4 mobile stations taking into consideration the project SMIS 48723 through which CC benefits from antivirus licenses for all work stations acquired in the next 5 years ▶ The amendment of contract "database design services" - payment section in order to correlate payment with the number of working days. ▶ The reimbursement of CR4 - contract "database design services". The contract stipulated in art. 7.6 the number of work days for each project implementation stage. Art. 7.7 and art. 7.8 stipulate the possibility to modify the estimated work days with 30% at most out of initial value. The implementation graph approved by CC and the Special Telecommunication Services amended the number of work days allocated during the analysis stage from 40 to 45. The additional 5 days were not taken into account for reimbursement. 	Progress report no. 5/ 31.07.2015
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT				SMIS CODE												
CREATING A MECHANISM TO ENSURE A BETTER MONITORING AND CONTROL OF STATE AID IN ROMANIA.				50633												
<table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>0.48</td> </tr> <tr> <td>Eligible expenses approved</td> <td>0.47</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>0.35</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.12</td> </tr> </tbody> </table>				Category	Value	Eligible expenses requested	0.48	Eligible expenses approved	0.47	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	0.35	Reimbursed or approved national contribution	0.12	OPTA wesite, http://www.poa.ro , date accessed: 13.11.2015
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Reimbursed EU contribution (ERDF payments)	0.35															
Reimbursed or approved national contribution	0.12															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %													
IT&C services and equipment for the development and exploitation of BD and SI RegAS	56	0	0%	Progress report no. 5/ 31.07.2015												

NAME OF THE PROJECT				SMIS CODE
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Functional BD and SI RegAS	2	0	0%	
Persons in project team financed	6	6	100%	
Financial audit services (hours)	480	0	0	
Consulting services in the design of the database (days)	280	40	14.29%	
Press releases	3	1	33.33%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
<p>The project team is composed of 5 members as follows:</p> <ul style="list-style-type: none"> ▶ 1 Project Manager ▶ 2 Project Manager Assistants ▶ 1 Financial Responsible ▶ 1 IT Responsible <p>Due to the project complexity, the beneficiary requested contracting professional audit services.</p>				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				

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<p>The project positive expected result consist in the standardization of tools, information and procedure through the implementation of REGAS, an IT database that will become functional starting next year that will enable MAs and IBs to perform the following:</p> <ul style="list-style-type: none"> ▶ Assess the eligibility of potential beneficiaries in being provided with state aid or de minimis facilities; ▶ Be aware of the last structure uploaded within the system of the " unique enterprise" that the beneficiary is part of; ▶ Identify and rapidly remedy the potential law infringements; ▶ Generate reports concerning implemented state aid/ de minimis measures, contracted financing, granted and paid aids, subsequent corrections etc. 	Interview with the Beneficiary
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	
<p>LOW</p> <p>The online application (REGAS) is meant to become functional starting January 2016. The sustainability of the project is at risk, as insufficient dissemination and training activities targeting REGAS's users (around 3000 at all levels) have been carried out. In this context, it is expected that the activity of data entry, and consequently, the utility of the application for MAs and IBs will be low.</p>	Interview with the Beneficiary
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>MODERATE</p> <p>Increased attention needs to be immediately paid to financial sustainability of REGAS, including from the perspective of updating/upgrading it in the following years. Similarly, adequate dissemination, training and</p>	Interview with the Beneficiary

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<p>follow-up activities for its utilisation should be organised, to be financed under OPTA 2014-2020 (further than NAPSs projects present in OPTA 2015 project pipeline).</p> <p>The Competition Council has not decided yet on the position they will adopt at institutional level and on the necessity to develop a new project.</p>	
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
<p>Since OPTA 2007-2013 was able to accommodate the rather atypical project by the amendment of the Guide for Applicants, OPTA 2014-2020 might still be a funding option considering the high desideratum they are aiming at i.e. ensuring the more efficient application in Romania of the EU legislation in the field of management and control of state aids granted from national funds and SI.</p>	Interview with the Beneficiary
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>The project implementation phase is due to come to an end this year. However, it is premature to stress the success factors since the monitoring mechanism (REGAS database) will become functional starting next year and it is hard to anticipate its efficiency.</p>	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Project Team</p> <p>The project team consists of 5 people. The Project Manger states that the 4 people she has coordinated are part of a created structure that lacks the sanction function. This activity is complementary to the regular</p>	Interview with the Beneficiary

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<p>activity they carry out and she therefore cannot rely on them since there are other priorities at stake.</p> <p>Moreover, with regard to team members' salary computation, there are no clear guidelines or a methodology in place to be followed. They have no salary reimbursement project but rather an assigned project team. For instance a team member that opened and participated in a conference related to this project was not allowed to justify her time accordingly.</p> <p>Lack of information</p> <p>The information collection process is complicated. In May c.y.. CC representatives realized they lack much information necessary to be uploaded within the database (REGAS) and there was a continuous correspondence with local authorities' representatives who were not always as responsive as expected. At present, the majority of information was gathered and uploaded so that starting next year REGAS shall become functional. The European Commission is not interested in the database in particular, but rather in the observance by Romania of the transparency obligation that each member state has to obey starting next year. Each member state must have a publicly available site from where EU can download the information they need. The previous state aid measures are not compulsory to be uploaded; however the new ones are mandatory. The Special Telecommunication Service engaged to grant potential beneficiaries digital certificates.</p> <p>Methodological arrangements</p> <p>The tendency is to put a high accent on purchasing activities and not on the substance/ motivation behind the purchase. MEF somehow justified the need to purchase equipment as the IT application in itself is not quantifiable. The CC project in a continuous call for proposals.</p> <p>There is a lot of time spent due to bureaucratic rigidity. For instance when CC changed a member of the project team, they were requested to draw up a new Addendum and the procedure lasted 4 months.</p>	

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<p>Cooperation with the Managing Authority</p> <p>The cooperation with the MA was not as good as expected. The reasons behind this issue might be linked to the fact that CC is a new beneficiary of MEF projects and due to the time pressure that MEF is exposed to at present due to the closure of the previous programming period.</p> <p>Dissemination activities</p> <p>The dissemination activities are limited as the CC has an eligibility problem and can only organize roundtables. The Project Manager feels that training will be provided through the project with the National Agency of Civil Servants however the project amount is not very high.</p> <p>The potential target suppliers are the local administrations - approx. 3000. CC is organizing a conference on 18th of November c.y. where they are expecting approx. 150 participants - authorities involved in the monitoring and control of state aids and SI i.e. Managing Authorities, Audit Authority, Certification and Payment Authority, Ministries (local administrations - not really as they are unable to financially and logistically support such a high number of participants).</p>	
5. CONCLUSIONS	
<p><i>Project relevance</i></p> <p>The project is considered to be relevant for the present analysis, covering 1.22% of ERDF contribution for all the 95 projects and 7.29% of ERDF contribution for project group 1 (technical assistance), thus being among the highest funded project in this category.</p> <p><i>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</i></p> <p>Considering that the main focus of the project was the creation of a mechanism to ensure a better monitoring and control of state aids granted from national funds and SI, it can be stated that the project's objective is consistent with the expected short-term impacts (Figure</p>	

NAME OF THE PROJECT	SMIS CODE
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<p>6: Reconstructed logic of intervention) of the reconstructed LOI of the KAI 1.1, precisely, with the ones related to (1) the standardization of tools, information and procedure for the management and implementation of the SI and (2) increasing the experience among most of the MAs and IBs in the area of financial management and control (that leads to the final objective of KAI 1.1.). Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>If the project impact will be achieved, it will contribute to the short term impacts of <i>KAI 1.1</i> i.e. the standardization of tools, information and procedure for the management and implementation of structural instruments and increasing the experience among most of the MAs and IBs in the area of financial management and control. Moreover, the project impact is partially consistent with the medium term impact of KAI 1.1 i.e. the effective coordination of monitoring, financial management, control and internal audit of SI (with the exception of the programming function) that leads to the accomplishment of the long term impact</p> <p><i>Sustainability of impacts</i></p> <p>Since the IT database (REGAS) by means of which the high desideratum of better monitoring and controlling state aid in Romania ought to be accomplished is not yet functional and since insufficient dissemination and training activities targeting REGAS's users have been carried, the project sustainability is at risk.</p> <p><i>Lessons learned</i></p> <ul style="list-style-type: none"> ▶ The Project Manager should be able to benefit from the help of its team members and her authority should be consolidated by means of some institutional arrangements. ▶ The project team remuneration regime should be regulated in a clear manner by means of a reliable methodology in place. ▶ The project indicators should be relevant for the analysed project from a qualitative perspective and not to rely on them only from a quantitative point of view. ▶ The cooperation with the Managing Authority should be enhanced and there should be less bureaucratic rigidity and a more consistent focus on output. <p><i>Recommendations</i></p>	

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Attending a training by some of the project team members (i.e. Financial Responsible, Project Manager) in the field of financial management would be highly advisable.	

NAME OF THE PROJECT	SMIS CODE
THE DEVELOPMENT OF TOOLS AND MODELS TO SUPPORT STRATEGIC PLANNING TERRITORIAL PROGRAMMING PERIOD AFTER 2013	38769
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Ministry of Regional Development and Public Administration (MDRAP)</p> <p>The MDRAP performs, together with relevant ministries, governmental policy in the following areas of activity: regional development, territorial development and cohesion, cross-border, transnational and interregional cooperation, construction discipline, territory arrangements, urbanism and architecture, housing and habitation, thermic rehabilitation of buildings, real estate management and development, public works and civil engineering, cadastre and real estate publicity, central and local public administration, decentralization, territorial-administrative reform and reorganization, fiscal issues, regional and local public finance, dialogue with associate structures of local public administration, development of community public services, state aid granted by authorities within local public administration, industrial parks, public function management, programming, coordination, monitoring and control of non-refundable financial assistance granted to Romania by the European Union for programmes within its area of activity.</p> <p>WEBSITE: http://www.mdrap.ro/ministerul/prezentare</p>	<p>Financing Request no. 1.1.092</p> <p>Ministry of Regional Development and Public Administration website, http://www.mdrap.ro/ministerul/prezentare</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>37 months</p> <p>(from 01.12.2011 to 31.12.2014)</p>	<p>Addendum no. 3/07.08.2014 to</p> <p>Financing Contract no. 1.1.092</p>

NAME OF THE PROJECT		SMIS CODE
THE DEVELOPMENT OF TOOLS AND MODELS TO SUPPORT STRATEGIC PLANNING TERRITORIAL PROGRAMMING PERIOD AFTER 2013		38769
c. PROJECT STATUS		
Finalised		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	2,632,784.16	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	2,123,213.04	
<i>ERDF contribution</i>	1,698,570.43	
e. OBJECTIVE		
<p>The objective of the project is the improvement of the territorial planning process by elaborating a series of sectorial studies, the development of a framework and of new mechanisms for planning, monitoring and implementation which will ensure the basis of long-term coordination and collaboration concerning the formulation of policies and national investment priorities, correlated with the territorial potential, with the purpose to contribute to the substantiation of priorities for the new programming period.</p> <p>The Territorial Development Strategy for Romania (SDTR) is the long-term programmatic document through which guidelines for the territorial development of Romania and the implementation directions for a period of over 20 years are set at a regional, interregional, national level with the integration of relevant aspects at a transnational level (Law 350/2001 concerning the arrangement of territory and urbanism, Art. 14, paragraph</p>		<p>Financing Request no. 1.1.092</p>

NAME OF THE PROJECT		SMIS CODE
THE DEVELOPMENT OF TOOLS AND MODELS TO SUPPORT STRATEGIC PLANNING TERRITORIAL PROGRAMMING PERIOD AFTER 2013		38769
<p>3).</p> <p>The objective of the SDTR is to ensure a technical instrument for policy makers in the central and local administration, representing the document which will substantiate and guide future specific action plans and general activities through which territorial potential will be capitalized. The SDTR also covers among its objectives and guidelines the dimension of territorial planning in correlation with sectorial policies, significantly contributing to the elaboration of main programming and planning documents for the period post 2013.</p>		
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
Direct Beneficiaries:	<ul style="list-style-type: none"> Authorities of local and central public administration Decision-makers at national and local level NGOs Private companies Universities and research institutes Chambers of commerce Institutions of public interest Managing Authorities for Operational Programmes Regional Development Agencies in Romania 	Financing Request no. 1.1.092

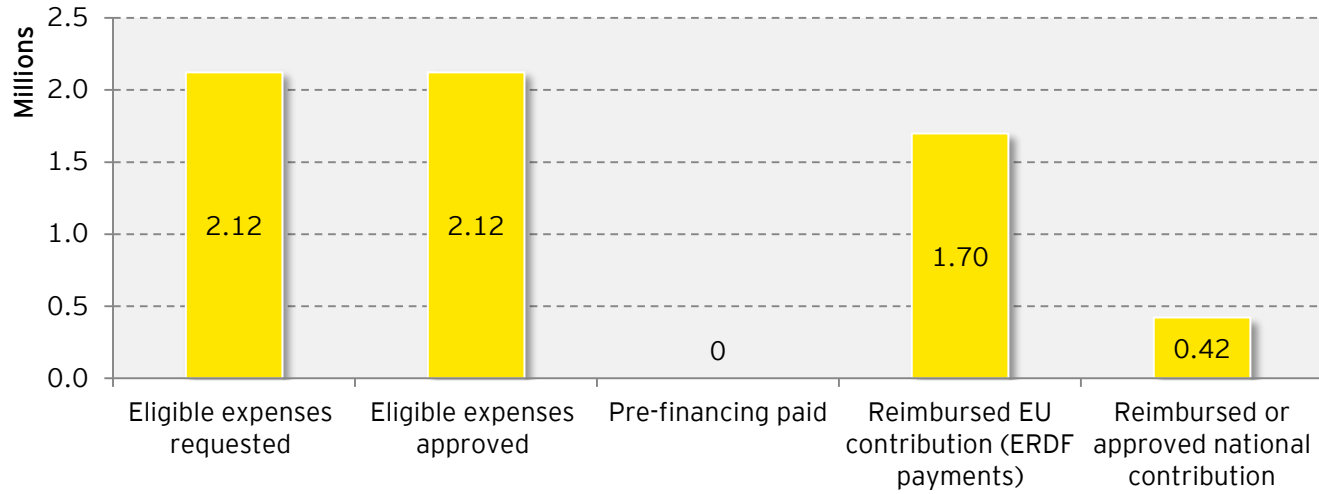
NAME OF THE PROJECT		SMIS CODE
THE DEVELOPMENT OF TOOLS AND MODELS TO SUPPORT STRATEGIC PLANNING TERRITORIAL PROGRAMMING PERIOD AFTER 2013		38769
Target group:	Civil society Local communities Inter-commune Cooperation Association	
g. PLANNED ACTIVITIES		
<p>► Package 1: Technical Assistance activities (technical expertise for supporting the SDTR elaboration process). Providing experts for the following phases:</p> <p>Phase 1: Analysing current situation of the elaboration process of the SDTR (analysing existing studies and settling the necessary information and data) and elaborating a detailed action plan</p> <p>Phase 2: Creating operational work structures</p> <p>Phase 3: Elaborating a diagnosis of the territorial structure of Romania based on the realised studies within Package 2, and establishing development scenarios - Elaborating the strategic concept</p> <p>Phase 4: Establishing scenarios/ development options, opportunities, objectives, measures and development priorities</p> <p>Phase 5: Elaborating SDTR and settling implementing mechanisms for implementation, monitoring and evaluation</p> <p>► Package 2: Territorial research activities Elaborating thematic sectorial studies and reports</p> <p><input type="checkbox"/> Identifying final themes of the sectorial studies and analyses to be elaborated and which will provide the basis of the elaboration of the SDTR</p>		Financing Request no. 1.1.092

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<p><i>THE DEVELOPMENT OF TOOLS AND MODELS TO SUPPORT STRATEGIC PLANNING TERRITORIAL PROGRAMMING PERIOD AFTER 2013</i></p>	<p>38769</p>
<p><input type="checkbox"/>Elaborating thematic studies and analyses in view of formulating the components of the SDTR</p> <p><input type="checkbox"/>Territorial research activities which entail: analysing the territory from the perspective of different indicators, selecting indicators for analysis, auditing different sectorial development areas in view of performing a general integrated strategy</p> <p><input type="checkbox"/>Elaborating the analysis to include the conclusions of different sectorial studies and which will include recommendations for public policy and development scenarios</p> <p>Procurement of statistical data and cartographic fund</p> <p><input type="checkbox"/>Obtaining necessary statistical data in view of elaborating analyses and reports on cartographic representations of obtained results, of proposed development scenarios, etc.</p> <p>▶ Package 3: Communication, dissemination and promotional activities</p>	
<p>h. IMPLEMENTED ACTIVITIES</p>	
<p>▶ Package 1: Technical Assistance activities (technical expertise for supporting the SDTR elaboration process). Providing experts for the following phases:</p> <p>Phase 1: Analysing current situation of the elaboration process of the SDTR (analysing existing studies and settling the necessary information and data) and elaborating a detailed action plan</p> <p>Phase 2: Creating operational work structures</p> <p>Phase 3: Elaborating a diagnosis of the territorial structure of Romania based on the realised studies within Package 2, and establishing development scenarios - Elaborating the strategic concept</p> <p>Phase 4: Establishing scenarios/ development options, opportunities, objectives, measures and development priorities</p>	<p>Progress Report no. <i>13/23.12.2014</i></p>

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<p><i>THE DEVELOPMENT OF TOOLS AND MODELS TO SUPPORT STRATEGIC PLANNING TERRITORIAL PROGRAMMING PERIOD AFTER 2013</i></p>	<p>38769</p>
<p>Phase 5: Elaborating SDTR and settling implementing mechanisms for implementation, monitoring and evaluation</p> <ul style="list-style-type: none"> ▶ Package 2: Territorial research activities Elaborating thematic sectorial studies and reports <input type="checkbox"/> Identifying final themes of the sectorial studies and analyses to be elaborated and which will provide the basis of the elaboration of the SDTR <input type="checkbox"/> Elaborating thematic studies and analyses in view of formulating the components of the SDTR <input type="checkbox"/> Territorial research activities which entail: analysing the territory from the perspective of different indicators, selecting indicators for analysis, auditing different sectorial development areas in view of performing a general integrated strategy <input type="checkbox"/> Elaborating the analysis to include the conclusions of different sectorial studies and which will include recommendations for public policy and development scenarios <p>Procurement of statistical data and cartographic fund</p> <ul style="list-style-type: none"> <input type="checkbox"/> Obtaining necessary statistical data in view of elaborating analyses and reports on cartographic representations of obtained results, of proposed development scenarios, etc. ▶ Package 3: Communication, dissemination and promotional activities	
<p>i. DELIVERABLES PRODUCED UNDER THE PROJECT</p>	
<p>Preliminary version of SDTR SDTR database and a package of cartographical representations</p>	<p>Progress Report no. <i>13/23.12.2014</i></p>

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<p>13 analysis reports for processing statistical data for substantiating the strategic document</p> <p>25 substantiating documents</p> <p>Methodology for generating development scenarios</p> <p>Report concerning development scenarios</p> <p>Report containing strategic priorities and guidelines for SDTR</p> <p>Normative act proposal for SDTR</p> <p>Report concerning the implementation scenario for SDTR</p> <p>Report concerning the distribution, concentration and localization of economic activity at the level of national territory</p> <p>Report concerning proposals for economic development scenarios of regions in Romania</p> <p>Report concerning the economic impact of development alternatives/scenarios proposed through SDTR</p> <p>Report concerning the operationalization of strategic priorities of SDTR</p> <p>Elaboration of synthesis documents for each study of the 25 substantiating studies</p> <p>Elaboration of brochure content for each study of the 25 substantiating studies</p> <p>SDTR Web Platform</p> <p>SDTR Logo</p> <p>SDTR Version 1 (with integrated observations) to be submitted for public consultations</p>	

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First version of SDTR Environment Report Elaboration of promotional materials afferent to the project Organizing the conference for the closure of the project Elaborating the territorial development index Consolidated version of the SDTR Elaborating the Environment Report for SDTR and obtaining environmental permit	
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
No problems in implementation were outlined in the last available Progress Report (Progress Report no. 13/23.12.2015).	Progress Report no. 13/23.12.2014
k. FINANCIAL PROGRESS (RON)	

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 <table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>2.12</td> </tr> <tr> <td>Eligible expenses approved</td> <td>2.12</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>1.70</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.42</td> </tr> </tbody> </table>		Category	Value (Millions)	Eligible expenses requested	2.12	Eligible expenses approved	2.12	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	1.70	Reimbursed or approved national contribution	0.42	OPTA website, http://www.poa.ro , date accessed: 13.11.2015	
Category	Value (Millions)														
Eligible expenses requested	2.12														
Eligible expenses approved	2.12														
Pre-financing paid	0														
Reimbursed EU contribution (ERDF payments)	1.70														
Reimbursed or approved national contribution	0.42														
I. PHYSICAL PROGRESS (RON)															
Indicator	Target value	Achieved	Progress %												
Studies, analyses, reports, strategies	23	51	221.74%												
Databases created	1	1	100%												

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Reunions of committees and relevant working groups	6	7	116.67%	
Website	1	1	100%	
Database	1	1	100%	
Communication and promotional events	40	64	160%	
Electronic public consultations	2	2	100%	
Newsletters	6	0	0%	
Work plans	2	0	0%	
Contest	1	0	0%	
Website visits	2,500	799	22.83	

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m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT	
The project employed a project team within the Ministry of Regional Development and Public Administration, as well as 10 external experts - 3 specialized on territorial issues and 7 on sectorial issues.	Interviews with the Beneficiary, 04.11.2015
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT	
<p>Since the project was only finalised very recently, it is challenging to assess the precise impact which the project triggered on the programming dimension. However, the project did play a key part on the mobilization for the implementation of the new programming documents. The project had a constructive effect on the elaboration of the Partnership Agreement for the new programming period 2014-2020, contributing to the identification of the main 5 objectives outlined in the document, and the inclusion of territorial aspects in these priority areas, which are: (1) <i>the promotion of competitiveness and local development in view of consolidating the sustainability of economic agents and the improvement of regional attractiveness;</i> (2) <i>the development of human capital by raising the employment rate and the number of higher studies graduates, also offering solutions for the severe social challenges and for fighting poverty, especially in marginalized or disadvantaged communities in rural areas;</i> (3) <i>development of physical infrastructure, both in the IT&C sector and in the transport sector in view of increasing the accessibility of regions in Romania and their attractiveness for investors;</i> (4) <i>encouraging the sustainable and efficient utilization of natural resources by promoting energetic efficiency, a low-carbon economy, and protection of the environment and adaptation to climate changes;</i> (5) <i>consolidating a modern and professional public administration through systemic reform, targeted at correcting structural errors in governance</i>. For this purpose, the Policy and Strategies Directorate within the MDRAP participated in the Consultative Committees organized for the preparation of the new programming period, bringing key contributions focused on aspects related to territoriality (participating in 5</p>	<p>Interviews with the Beneficiary, 04.11.2015</p> <p>Summary of Partnership Agreement with Romania 2014-2020, http://ec.europa.eu/contracts_grants/pa/partnership-agreement-romania-summary_ro.pdf</p> <p>National Strategy for Regional Development 2014-2020, http://eufinantare.info/doc</p>

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<p>working groups concerned with 5 separate dimensions relevant to the subject), based on the results of the projects and the findings within the SDTR.</p> <p>The project is also linked to the Large Infrastructure Operational Programme (POIM), and contributed to the substantiation of the programme for the 2014-2020 period in aspects concerning infrastructure development with a strong territorial dimension, especially within Priority Axis 1 - Improvement of mobility by developing the Trans-European Transport Network (TEN-T) and the Underground Railway.</p> <p>The project and the SDTR also played an important role in the development of national strategies and, implicitly, in the preparation of programming documents for the Regional Operational Programme (POR) 2014-2020. The National Strategy for Regional Development (NSRD) drafted in 2013 developed a series of economic and social analyses of regions in Romania which laid the grounds for the strategic vision of the ROP 2014-2020, which incorporates a strong territorial dimension which was derived from and will follow the provisions of the SDTR. The analyses performed within the NSRD also led to the identification of the main issues which the ROP 2014-2020 seeks to address, namely: (1) <i>research, development and innovation</i>; (2) <i>SME</i>; (3) <i>energetic efficiency</i>; (4) <i>environment</i>; (5) <i>urban development</i>; (6) <i>heritage resources</i>; (7) <i>tourism</i>; (8) <i>road infrastructure</i>; (9) <i>social and educational infrastructure</i>; (10) <i>cadastre</i>; (11) <i>administrative capacity</i>. Additionally, the results of the projects and the project team contributed to the substantiation of POR 2014-2020, Priority Axis 4 - Support for sustainable urban development, on technical issues related to analysis and methodology.</p> <p>The project also actively and continually contributed to an improved territorial planning process for the new programming period within all Operational Programmes. Since the development of the SDTR as an important document to be taken into consideration by policy makers, the territorial dimension is much clearer within all Operational Programmes. Before the development of the strategy, if institutions sought to engage in</p>	<p>s/Strategia%20Nationala%20Dezvoltare%20Regionala%20-%20Iulie%202013_SNDR2013.pdf</p> <p>Regional Operational Programme 2014-2020 website, http://www.inforegio.ro/ro/por-2014-2020.html</p>

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<p>territorial analyses within Operational Programmes, no data was available. However, now analyses can be performed even at a micro level (e.g. neighbourhood level) so there is a clear progress in the territorial element of Operational Programmes.</p> <p>Among the studies with a significant impact and added value are worth mentioning: Study 23 referring to the delimitation of national territory on geographical categories, since it plays a big part in translating the strategy onto an operational level; studies referring to rural and urban habitation; economic studies</p>	
<p>3. SUSTAINABILITY OF THE PROJECT</p>	
<p>a. SUSTAINABILITY OF THE RESULTS</p>	
<p>Moderate to High</p> <p>Since the project had a significant contribution in the programming of the Operational Programmes for the period 2014-2020, its positive effects on the capacity of policy makers to carry out territorial analyses and consider territorial elements when elaborating policy are due to be sustainable over the next period. Moreover, public consultations have been held in order to finalize the SDTR, and in the upcoming period the document will be synthesized and based on it a draft law concerning the approval of the SDTR will be submitted. Thus it will become directly applicable in Romania and its provisions will need to be taken into account by all public institutions responsible with planning at all levels (local, regional and national).</p>	<p>Interviews with the Beneficiary, 04.11.2015</p>
<p>b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS</p>	

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<p>Moderate to High</p> <p>Since the MDRAP will continue to be a beneficiary of the OPTA 2014-2020, and since the need to continue considering elements related to territoriality will persist, similar projects are due to be replicated in the new programming period. Furthermore, since the new OPTA will permit associations and partnerships with other institutions in the new programming period, the MDRAP will consider engaging institutions like the World Bank and the OECD in this future endeavour.</p>	<p>Interviews with the Beneficiary, 04.11.2015</p>
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
<p>Similar projects are eligible to be financed from the OPTA 2014-2020, Priority Axis 1 - Capacity building for beneficiaries of European Structural and Investment Funds (ESIF) to prepare and implement mature projects, Specific Objective 1.1 - which includes horizontal support for the ESIF beneficiaries by producing instructions, manuals, assistance services, tutorials, studies, analyses etc.</p>	<p>Interviews with the Beneficiary, 04.11.2015</p> <p>OPTA 2014-2020 Programming Document</p>
4. IMPLEMENTATION MECHANISMS	
c. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>Some studies (especially Study 23 referring to the delimitation of national territory on geographical categories, the economic studies, and the studies used to substantiate the developed database) have brought great added value to the implementation of the project and to the final result of the project represented by</p>	<p>Interviews with the Beneficiary, 04.11.2015</p>

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<p>the SDTR.</p>	
<p>d. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE</p>	
<p>Complicated and inefficient public procurement procedures.</p> <p>Most of the main problems stemmed from public procurement issues. As such, because of the complicated public procurement procedures, the contracts with the external experts were overlapping and other methods of employing them had to be found. Consequently, the 10 experts were not employed at the same time, but separately and sequentially, and since each expert worked on separate studies rather than collaborating, a greater number of deliverables than initially envisioned was achieved (as shown by the 221.74% achievement rate for the indicator "Studies, analyses, reports, strategies"). In this case there was no overachievement issue, but rather a procedural matter of defining the indicators and deliverables - because since procurement processes were separated, the project team needed more deliverables to justify the procurements made. Furthermore, because of the public procurement procedures, at some points the project team had to approve and accept the deliverables submitted by external experts even though they needed improvement, because the time allocated for these deliverables was passing.</p> <p>Less adequate performance of external experts</p> <p>Another problem was related to the performance of external experts, and was represented by the lack of integration of content and findings by the experts into the SDTR, mainly due to the novel and interdisciplinary nature of the task. Even though at times the work performed by the experts brought interesting insights, much information had to be excluded because it couldn't properly substantiate a strategy. Since in these cases the experts had no expertise or made no effort to integrate their findings into the strategy, the project team had to perform these activities.</p>	<p>Interviews with the Beneficiary, 04.11.2015</p>

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5. CONCLUSIONS

Project relevance

The project is considered to be of high relevance for the present analysis because of the important role it plays in offering technical assistance for supporting the next programming 2014-2020. While it is not among the highest funded projects within the OPTA 2007-2013 (covering 0.18% of total funds allocated for its project group, and 0.03% of total funds allocated for the 95 projects falling under the scope of the analysis), the project was chosen following the "purposive sampling approach", because it is one of the most eloquent projects offering technical assistance for horizontally supporting the programming of Operational Programmes in the next programming period 2014-2020.

Coherence of objective and activities with the reconstructed LOI of KAI 1.1

Considering the reconstructed LOI for KAI 1.1, one may observe that there is a high level of coherence with the overall objectives and activities undertaken within the project.

While the concept of developing the SDTR precedes the advent of the OPTA 2007-2013, the project has been subsequently tailored to fit the indicative operations and objectives envisioned in the logic of intervention of KAI 1.1. Consequently, both Package 1 (referring to ensuring experts for technical assistance) and Package 2 (referring to territorial research activities) fit the indicative operation of ensuring "comprehensive support to the process of preparation for the future SI interventions" through the elaboration of studies, reports and scenarios intimately related to programming.

Moreover, the final objectives of the project, which is to contribute to the elaboration of the main programming and planning documents for the period post-2013, also enjoys a high level of coherence with the expected short-term impact of KAI 1.1 referring to the preparation of the next programming period, which is the "on time mobilization for the implementation of the new programming documents". Indeed, the objective of the project also enjoys high coherence with part of the medium-term impact envisioned in the LOI, namely the "efficient

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<p>coordination of programming of the Structural Instruments", and implicitly to the long-term impact of an "efficient and effective process of programming of the Structural Instruments".</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>By contributing to the elaboration of programming documents for the Operational Programmes of the new programming period (particularly for POR and POIM), as well as to a set of documents meant to ground the OPs for 2014-2020 such as the Partnership Agreement and the NSRD, the effects of the project enjoy a high level of coherence with the expected impacts of KAI 1.1 corresponding to programming, specifically the short-term impact of "on time mobilization for the implementation of the new programming documents", as well as to the medium and long-term impact of a "efficient and effective process of programming of the Structural Instruments".</p> <p><i>Sustainability of impacts</i></p> <p>As described in the previous section, since the SDTR is a strategic document which played a key part in exposing findings on territoriality relevant for the Operational Programmes of the new programming period, and is also expected to be incorporated in a draft law for policy-makers to use in subsequent policies and decisions, the sustainability of its impacts are considered to be high. Furthermore, since the project ensured the future focus and consideration of issues of territoriality within Operational Programmes - particularly POR and POIM - which in the past have been inadequately considered, the project is prone to have produced long-lasting effects in this respect.</p> <p><i>Lessons learned</i></p> <p>Because of the sometimes unproductive experiences the project team had in working with individual experts - which led to problems in implementation and an inadequate quality of outputs, the MDRAP will seek to work with international institutions (such as the World Bank and the OECD) and with other entities such as universities instead. Even though problems have also occurred in working with international institutions over time and the quality of outputs has not always been as expected, the level of expertise and engagement is definitely higher, and this should be exploited in the implementation of such technical projects in the future. Furthermore, working with international institutions can also bring long-term utility for the MDRAP, by allowing it to build potentially productive relationships even after the project</p>	

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<p>ends.</p> <p>Recommendations</p> <p>For the next programming period, more correlation between all structures managing EU funds and structures dealing with legislation should be sought in order to have a more efficient and effective implementation of structural instruments at the level of the whole system in general, and at the level of the OPTA in particular.</p> <p>Furthermore, project teams should be considerably larger and more performing, because the small structure of project teams has oftentimes stood in the way of the implementation of complex and efficient projects. Additionally, in order to tackle this issue, more innovative solutions are needed in structuring the management of the project: for instance, the MDRAP could focus on writing the project, while the project management could be externalized.</p>	

Project Group 2

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE	14409
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>North-East Regional Development Agency (NE RDA)</p> <p>NE RDA has the mission to support the economic and social development of the region with the aim of reducing intra and interregional imbalances, increasing the quality of life and thus achieve European standards.</p> <p>NE RDA was originally established as an implementation unit for projects financed from Phare funds. After the moment Romania became a member of the European Union, the Agency received also responsibilities as Intermediary Body for the implementation of the Regional Operational Programme 2007-2013 in the North-East Region and, starting with March 2013, also for Axis 1 and 3 of the Sectoral Operational Programme Increase of Economic Competitiveness.</p> <p>Website: www.adrnordest.ro</p>	<p>Financing Decision CTRF 1.1.023/ 28.12.2009</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>78 months (from 01.07.2009 to 31.12.2015)</p>	<p>Financing Decision CTRF 1.1.023/ 28.12.2009</p>

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SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE		14409
		Addendum 2 / 17.12.2014
c. PROJECT STATUS		
In implementation		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	2,908,383.08	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	2,746,527.49	
<i>ERDF contribution</i>	2,197,221.99	
e. OBJECTIVE		
According to the Financing Request, the objective of the project was the coordination of the preparation and implementation of the Integrated Development Plan (IDP) of Iasi Growth Pole by supporting the activity of the Growth Pole's coordinator (active within NE RDA) and his support personnel.		Financing Request CF 1.1.023 / 05.11.2009
f. TARGETED GROUPS/DIRECT BENEFICIARIES		

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Direct Beneficiaries:	The Office of the Growth Pole's coordinator within the SE RDA	Financing Request CF 1.1.023 / 05.11.2009
Indirect Beneficiaries:	<ul style="list-style-type: none"> ▶ NE RDA ▶ Ministry of Regional Development and Housing¹² - Managing Authority Regional Operational Programme ▶ Ministry of Public Finance - Authority for Coordination of Structural Instruments ▶ Intercommunity Development Association - Iasi Metropolitan Area 	
g. PLANNED ACTIVITIES		
<ul style="list-style-type: none"> ▶ Ensuring the remuneration of the Growth Pole's coordinator and his support personnel (2 counsellors and one assistant) according to Annex no. 3 of the Tripartite Protocol no. 38393/18.06.2009/92147/17.06.2009/6474/22.06.2009 concluded between the Ministry of Regional Development and Housing, the Ministry of Public Finance and North-East Regional Development Agency; ▶ Ensuring logistical support corresponding to the activities undertaken by the Growth Pole's coordinator and his support personnel, including: <ul style="list-style-type: none"> ▪ Renting a space destined to accommodate the daily activities of the Growth Pole's coordinator and his support personnel (maximum 100 m²) and supporting the general administrative 		Financing Request CF 1.1.023 / 05.11.2009

¹²The current name of the Ministry of Regional Development and Housing is the Ministry of Regional Development and Public Administration.

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<p>expenses corresponding to this space;</p> <ul style="list-style-type: none"> ▪ Ensuring the office automation, furniture, equipment, computing peripherals and installations, applications, licenses, inventory objects, office supplies, consumables needed in the activity of the Growth Pole's coordinator and his support personnel; ▶ Ensuring the business travel expenses corresponding to the mobility of the Growth Pole's coordinator and his support personnel for the preparation and implementation of the IDP and the projects included within the plan; ▶ Preparing quarterly and ah-hoc progress reports of the projects included in the IDP; ▶ Engaging a short-term expertise support especially to implement the IDP and related projects and manage the issues that emerged during that process; ▶ Organizing the closing conference corresponding to the main activity of the Growth Pole's coordinator; ▶ Training the Growth Pole's coordinator and the support personnel in order to acquire project management competencies; ▶ Ensuring the external audit of the project; ▶ Participating in the reunions relevant to the activity of the Growth Pole's coordinators; ▶ Participating in the exchanges of experience relevant for the activity of the Growth Pole's coordinators; 	
h. IMPLEMENTED ACTIVITIES	

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SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE	14409
<ul style="list-style-type: none"> ▶ The remuneration of the Growth Pole's coordinator and his support personnel (2 counsellors and one assistant) according to Annex no. 3 of the Tripartite Protocol no. 38393/18.06.2009/92147/17.06.2009/6474/22.06.2009 concluded between the Ministry of Regional Development and Housing, the Ministry of Public Finance and North-East Regional Development Agency was ensured; ▶ Logistical support corresponding to the activities undertaken by the Growth Pole's coordinator and his support personnel was ensured, including: <ul style="list-style-type: none"> ▪ Renting a space destined to accommodate the daily activities of the Growth Pole's coordinator and the support personnel (maximum 100 m²) and supporting the general administrative expenses corresponding to this space; ▪ Ensuring the office automation, furniture, equipment, computing peripherals and installations, applications, licenses, inventory objects, office supplies, consumables needed in the activity of the Growth Pole's coordinator and his support personnel; ▶ The business travel expenses corresponding to the mobility of the Growth Pole's coordinator and his support personnel for the preparation and implementation of the IDP and the projects included within the plan were ensured; ▶ Quarterly and ah-hoc progress reports of the projects included in the IDP were prepared; ▶ A short-term expertise support was engaged especially to implement the IDP and related projects and manage the issues that emerged during that process; ▶ A closing conference corresponding to the main activity of the Growth Pole's coordinator was organized; ▶ The Growth Pole's coordinator and the support personnel were trained in order to acquire project 	<p>Financing Request CF 1.1.023 / 05.11.2009</p>

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SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE	14409
<p>management competencies;</p> <ul style="list-style-type: none"> ▶ The external audit of the project was performed; ▶ The participation in the reunions relevant to the activity of the Growth Pole's coordinators was ensured; ▶ The participation in the exchanges of experience relevant for the activity of the Growth Pole's coordinators was ensured; 	
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
<p>According to the information provided by the representative of the Beneficiary during the interview, the most important deliverables of the project are the following:</p> <ul style="list-style-type: none"> ▶ the preparation of the IDP corresponding to Iasi Growth Pole; ▶ a communication platform; ▶ training, meeting, exchanges of experience; <p>Apart from the previous mentioned deliverables, in order to support the activities of the Growth Pole's coordinator and his support team, 15 procurement contracts, 37 issued invoices, 26 framework agreements and 1 framework contract were concluded for acquiring goods and services as presented below:</p> <p>Goods</p> <ul style="list-style-type: none"> ▶ mobile phones; ▶ office furniture; 	<p>Interview with the Beneficiary/ Progress Report no.22/29.04.2015</p>

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE	14409
<ul style="list-style-type: none"> ▶ IT equipment; ▶ consumables; ▶ gas; Services <ul style="list-style-type: none"> ▶ events organization; ▶ IT equipment maintenance; ▶ roll up design services; ▶ training services; ▶ technical assistance; ▶ auto maintenance; ▶ press subscriptions; 	
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
No problem was mentioned within Progress Report no.22/29.04.2015.	Progress Report no.22/29.04.2015
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT				SMIS CODE												
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE				14409												
<table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>2.31</td> </tr> <tr> <td>Eligible expenses approved</td> <td>2.31</td> </tr> <tr> <td>Pre-financing paid</td> <td>0.00</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>1.13</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.46</td> </tr> </tbody> </table>				Category	Value (Millions)	Eligible expenses requested	2.31	Eligible expenses approved	2.31	Pre-financing paid	0.00	Reimbursed EU contribution (ERDF payments)	1.13	Reimbursed or approved national contribution	0.46	<p>OPTA website, http://www.poaat.ro, date accessed: 13.11.2015</p>
Category	Value (Millions)															
Eligible expenses requested	2.31															
Eligible expenses approved	2.31															
Pre-financing paid	0.00															
Reimbursed EU contribution (ERDF payments)	1.13															
Reimbursed or approved national contribution	0.46															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Progress Report no.22/29.04.2015												
Days of advisory services (technical expertise) received by the Growth Pole's coordinator	21	21	100.00%													

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE				14409
Travel days of the Growth Pole's coordinator and his support personnel relevant for their main activity	631	571	90.49%	
Months in which the Growth Pole's coordinator and his support personnel were remunerated	300	271	90.33%	
Space rented for the daily activity of the Growth Pole's coordinator and his support personnel for which visual identity is ensured (m ²)	98.63	98.63	100%	
Computers without licenses bought	5	5	100%	
Licenses for computers bought	35	30	87.71%	
Multifunctional peripherals (having 3 functions: scanning, copying and printing) bought	1	1	100%	
Black printers bought	1	1	100%	
Mobile phones bought	7	7	100%	
Laser fax machines with phone bought	1	1	100%	

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE				14409
Video-projectors with protection screen bought	1	1	100%	
Photo cameras, camera bags and support equipment bought	1	1	100%	
Back-ups for PCs bought	6	6	100%	
Conferences related to the main activity of the Growth Pole's coordinator	1	0	0%	
Meetings with the Growth Poles' coordinators	1	0	0%	
Exchanges of experience organized in the EU member states	1	1	100%	
Training days	81	62	76.54%	
Press releases - project advertising	2	1	50%	
Press releases - job announcements, other communications	4	2	50%	
Months during which the maintenance of the IT equipment was ensured	34	27	79.41%	

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE				14409
Audit reports	1	0	0%	
Office desks bought	11	11	100%	
Pieces of furniture for folders bought	10	10	100%	
Chest of three drawers bought	4	4	100%	
Chairs bought	20	20	100%	
Corner cupboards bought	2	2	100%	
Tables for servers bought	1	1	100%	
Hangers bought	3	3	100%	
Double door pieces of furniture for folders bought	1	1	100%	
Executive chairs bought	4	4	100%	
Meeting tables bought	1	1	100%	

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE				14409
Leg extenders bought	1	1	100%	
Roll ups bought	1	1	100%	
Brochure stands bought	1	1	100%	
Switches bought	1	1	100%	
Routers bought	1	1	100%	
Months of ensuring good functioning of the Growth Pole's coordinator's office (utilities, phone, communications, materials and office maintenance services, auto maintenance services, non IT and communication equipment maintenance	78	69	88.46%	
Maps of Iasi bought	1	1	100%	
Press subscriptions	13	13	100%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE	14409
The project team consisted of 4 persons: the Growth Pole's coordinator, the assistant of the coordinator and two experts.	Progress Report no.22/29.04.2015
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT	
<p>Expected Effects</p> <p>Having regards that the project's scope was to coordinate the preparation and implementation of the integrated development plan for Iasi Growth Pole and the execution period of the contract was extended several times until the end of the programming period, the project contributed to the standardization of instruments, information and procedures for the management and implementation of SI especially through the creation of a dialog/communication platform for the local partners, providing technical assistance for the local authorities in order to have a successful implementation of the integrated projects, realizing procedures to enhance the efficiency and effectiveness of the implementation of SI.</p> <p>Moreover through the instruments previously mentioned it was ensured a homogenous capacity in managing SI through the identification and prioritization of projects from the IDP and clarification of eligibility conditions.</p> <p>Furthermore, the project significantly contributed to the professional development not only of the team responsible for the coordination of the IDP but also to the local public authorities who participated at a series of conferences, events and trainings in the area they were activating.</p> <p>Unexpected Effects</p> <p>Through the dialog platforms create through this project, it were enhanced the opportunities for</p>	<p>Interview with the Beneficiary</p> <p>Progress Report no.22/29.04.2015</p>

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collaboration between local authorities and exchanging of experience.	
3. SUSTAINABILITY OF THE PROJECT	
d. SUSTAINABILITY OF THE RESULTS	
<p>Moderate to high</p> <p>As the coordinator of Iasi Growth Pole underlined during the interview, a transfer of best practices to other county seats within the region can take place on a longer period of time, especially in the context in which the funding continues to exist. In the case of ceasing the funding, the coordination of the projects proposed at local level could be highly hampered as the technical assistance provided thus far might not be available.</p>	Interview with the Beneficiary
e. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>High</p> <p>The project has a high level of replicability due to fact that this type of project was already integrated within the Delegation Agreement concluded between MA ROP and RDAs in order to be implemented also in 2014-2020 programming period. Furthermore its coverage (the North East region) and the proper number of persons involved in the implementation are factors that indicate that it can be replicated in the future.</p> <p>Apart from the necessity to continue the implementation of the project hereby analyzed, within NE RDA there exists a need for training on topics such as: My SMIS, urban development and mobility plans.</p>	Interview with the Beneficiary
f. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE</i>	14409
The representative of the Beneficiary stated that the possible sources of financing will be both the 2014-2020 operational programmes and the national ones.	Interview with the Beneficiary
4. IMPLEMENTATION MECHANISMS	
c. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>Project team</p> <p>The expertise and dedication of the project team was an important factor that contributed to the successful implementation of the project.</p> <p>Communication between the Growth Pole and the other stakeholders</p> <p>The creation of a dialog platform lead to an effective communication between the members of the growth pole and the local public authorities.</p>	Interview with the Beneficiary
d. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Overlapping of the programs and projects' implementation calendars</p> <p>Projects that should have been implemented successively turned out to be implemented at the same time due to the calendar of implementation of different funding instruments. For example, sewage and water supply systems projects financed from SOP Environment 2007-2013 overlapped with streets rehabilitation projects financed from ROP 2007 - 2013. Due to the fact that the beneficiaries are not the only party responsible for avoiding the emergence of these issues, difficulties in managing the project were encountered.</p>	Interview with the Beneficiary

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5. CONCLUSIONS	
<p>The Beneficiary of the project "Support for coordinating the implementation of the Integrated Development Plan of Iasi growth pole" was the North-East Regional Development Agency whose aim is to reduce the intra and interregional imbalances and contribute to the economic and social development of the region. Within the NE RDA was created the Directorate Growth Pole in order to coordinate the preparation and implementation of the IDP and of projects included in the IDP.</p> <p>Project relevance</p> <p>The project is considered a relevant one because the ERDF contribution of the project represents 16.56% from the total value of project group 2 and 0.47% out of the total value of the 95 analyzed projects.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p> <p>As mentioned in the justification of this project type, the activity of the growth pole represents a key horizontal mechanism to coordinate the preparation, implementation and monitoring of IDP which embeds projects financed from multiple operational programmes, facilitating thus the collaboration and consultation at central and local level with the involved institutions.</p> <p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objective " supporting the coordination of the preparation and implementation of the Integrated Development Plan (IDP) of Iasi Growth Pole" is consistent with the expected results on short term related to the standardization of tools, information and procedures in the management and implementation of SI, homogenous capacity and increased level of knowledge of staff involved in the management of SI, medium term envisaging an effective programming, monitoring, financial management and control coordination which leads to the long term effect of an efficient and effective process in the management of SI. Moreover, the implemented activities, which are consistent with the indicative activities from the OPTA were relevant for achieving the change envisaged.</p> <p>Coherence of impacts with respect to expected impacts of KAI 1.1</p>	

NAME OF THE PROJECT	SMIS CODE
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<p>Through the technical expertise provided to the local authorities, the collaborative networks built, the synergies created between the projects proposed in the IDP, the exchanges of experience and trainings that were organized, the project has as expected short term impacts: the building of a homogenous capacity to manage Structural Instruments among the stakeholders, the standardization of the information regarding the management and implementation of Structural Instruments and the increased knowledge of the team responsible for the coordination of the IDP and other entities involved.</p> <p>Therefore, the impacts of the project are coherent to some of the short term impacts of KAI 1.1.</p> <p>Regarding the expected medium term effects, overlap between OPTA 2007-2013 and other Operational Programmes was avoided as the activity of the Growth Pole's coordinator was supported only under OPTA. Furthermore, the activities performed contributed to an effective coordination of programming, monitoring, management and control of the implemented projects which in the long term had an impact on the efficiency and effectiveness of the system. However, the project does not have any impact in terms of internal audit.</p> <p><i>Sustainability of impacts</i></p> <p>If funding will be accessed to implement this type of projects under SIs in 2014-2020 programming period, impacts can be sustained on a long term. In order to ensure the sustainability of the impacts, a transfer of best practices to other county seats within the region was already started. If the financing under SI will not be continue to be available and if the economic and political context will become less favorable to investments, there is a risk for projects to be less coherent, consistent and interlinked, which in turn might determine a less coordinated activity and homogenous capacity, thus contracting the impact sustainability of KAI 1.1.</p> <p><i>Lessons learned</i></p> <p>The lack of correlation between the calendars of implementation of different operational programmes lead to difficulties in the implementation, hampering thus the creation of synergies. Furthermore it was underlined that the dedicated procedures, information and communication flows had an important role in the implementation of the project.</p> <p><i>Recommendations</i></p>	

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<i>SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF IASI GROWTH POLE</i>	14409
Taking into consideration the lessons learned, it is recommended to correlate the implementation calendars and ensure consistency between the Operational Programmes 2014-2020. Furthermore, in order to ensure a better approach of horizontal issues that might appear during the implementation related to different types of interventions and financing instruments, it is recommended to continue financing this type of projects from OPTA in 2014-2020 programming period.	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE	14884
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>South-East Regional Development Agency (SE RDA)</p> <p>SE RDA was found in 1999 as an executive division of the SE Regional Development Council to contribute to the facilitation of structural funds absorption within the six counties of the Region (Braila, Buzau, Constanta, Galati, Tulcea, Vrancea) by promoting regional identity and managing European programmes that are part of the pre-accession strategy elaborated by the European Union.</p> <p>The agency is a non-governmental, non-profit legal entity serving as public utility and operates in regional development specific domain. It cooperates with similar agencies within and outside the country, with local authorities, enterprises, research centres, universities, as well as with other entities involved in the regional development domain.</p> <p>Among its attributions are the following:</p> <ul style="list-style-type: none"> ▶ Elaborating the regional development strategy and programs and the management plan of Regional Development Fund and submitting them for approval to the Regional Development Council of the SE Development Region; ▶ Implementing the regional development programs; ▶ Ensuring specialized technical assistance for persons and legal entities that invest in underprivileged areas; ▶ Taking actions in order to access funds that will be added to the Regional Development Fund (managed by the agency) 	<p>Financing Decision CTRF 1.1.027/ 11.02.2010</p>

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During 2007-2013 programming period, SE RDA has also been an Intermediary Body for Regional Operational Programme. Website: www.adrse.ro		
b. DURATION OF THE CONTRACT (months)		
77 months (from 01.08.2009 to 01.01.2016)		Financing Decision CTRF 1.1.027/ 11.02.2010 Addendum 2 / 30.12.2014
c. PROJECT STATUS		
In implementation		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	4,301,920.13	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	3,860,779.28	
<i>ERDF contribution</i>	3,088,623.43	
e. OBJECTIVE		

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE		14884
According to the Financing Request, the objective of the project was the coordination of the preparation and implementation of the Integrated Development Plan (IDP) of Constanta Growth Pole by supporting the activity of the Growth Pole's coordinator (active within SE RDA) and his support personnel.		Financing Request CF 1.1.027 / 19.11.2009
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
Direct Beneficiaries:	The Office of the Growth Pole's coordinator within the SE RDA	Financing Request CF 1.1.027 / 19.11.2009
Indirect Beneficiaries:	<ul style="list-style-type: none"> ▶ SE RDA ▶ Ministry of Regional Development and Housing¹³ - Managing Authority Regional Operational Programme ▶ Ministry of Public Finance - Authority for Coordination of Structural Instruments ▶ Intercommunity Development Association - Constanta Metropolitan Area 	
g. PLANNED ACTIVITIES		
<ul style="list-style-type: none"> ▶ Ensuring the remuneration of the Growth Pole's coordinator and his support personnel (2 counsellors and one assistant) according to Annex no. 3 of the Tripartite Protocol no. 38391/18.06.2009/92151/17.06.2009/5116/22.06.2009 concluded between the Ministry of Regional Development and Housing, the Ministry of Public Finance and South-East Regional 		Financing Request CF 1.1.027 / 19.11.2009

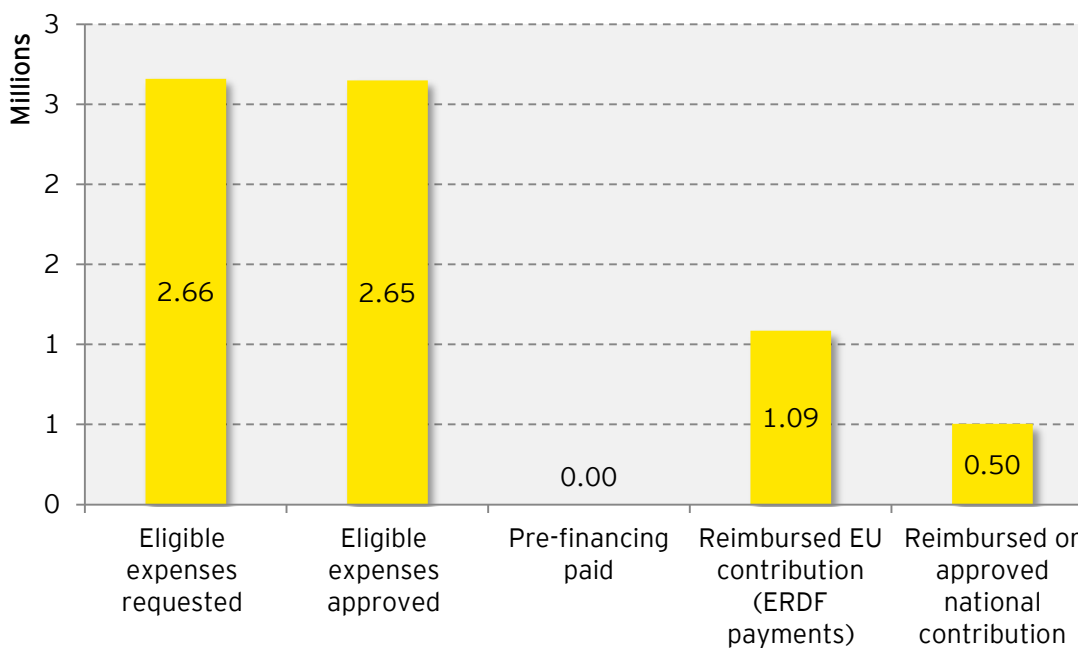
¹³The current name of the Ministry of Regional Development and Housing is the Ministry of Regional Development and Public Administration.

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE	14884
<p>Development Agency;</p> <ul style="list-style-type: none"> ▶ Ensuring logistical support corresponding to the activities undertaken by the Growth Pole's coordinator and his support personnel, including: <ul style="list-style-type: none"> ▪ Renting a space destined to accommodate the daily activities of the Growth Pole's coordinator and his support personnel (maximum 100 m²) and supporting the general administrative expenses corresponding to this space; ▪ Ensuring the office automation, furniture, equipment, computing peripherals and installations, applications, licenses, inventory objects, office supplies, consumables needed in the activity of the Growth Pole's coordinator and his support personnel; ▪ Renting a car for the Growth Pole' coordinator and the support personnel; ▶ Ensuring the business travel expenses corresponding to the mobility of the Growth Pole's coordinator and his support personnel for the preparation and implementation of the IDP and the projects included within the plan; ▶ Preparing quarterly and ah-hoc progress reports of the projects included in the IDP; ▶ Engaging a short-term expertise support especially to implement the IDP and related projects and manage the issues that emerged during that process; ▶ Organizing different conferences and media events; ▶ Training the Growth Pole's coordinator and the support personnel in order to acquire project management competencies; ▶ Ensuring the external audit of the project; 	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE	14884
<ul style="list-style-type: none"> ▶ Participating in the reunions relevant to the activity of the Growth Pole's coordinators; Participating in the exchanges of experience relevant for the activity of the Growth Pole's coordinators; 	
h. IMPLEMENTED ACTIVITIES	
<ul style="list-style-type: none"> ▶ The remuneration of the Growth Pole's coordinator and his support personnel (2 counsellors and one assistant) according to Annex no. 3 of the Tripartite Protocol no. 38391/18.06.2009/92151/17.06.2009/5116/22.06.2009 concluded between the Ministry of Regional Development and Housing, the Ministry of Public Finance and South-East Regional Development Agency was ensured; ▶ Logistical support corresponding to the activities undertaken by the Growth Pole's coordinator and his support personnel was ensured, including: <ul style="list-style-type: none"> ▪ Renting a space destined to accommodate the daily activities of the Growth Pole's coordinator and the support personnel (maximum 100 m²) and supporting the general administrative expenses corresponding to this space; ▪ Ensuring the office automation, furniture, equipment, computing peripherals and installations, applications, licenses, inventory objects, office supplies, consumables needed in the activity of the Growth Pole's coordinator and his support personnel; ▶ The business travel expenses corresponding to the mobility of the Growth Pole's coordinator and his support personnel for the preparation and implementation of the IDP and the projects included within the plan were ensured; ▶ Quarterly and ah-hoc progress reports of the projects included in the IDP were prepared; 	<p>Financing Request CF 1.1.027 / 19.11.2009</p>

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE	14884
<ul style="list-style-type: none"> ▶ A short-term expertise support was engaged especially to implement the IDP and related projects and manage the issues that emerged during that process; ▶ A closing conference corresponding to the main activity of the Growth Pole's coordinator was organized; ▶ The Growth Pole's coordinator and the support personnel were trained in order to acquire project management competencies; ▶ The external audit of the project was performed; ▶ The participation in the reunions relevant to the activity of the Growth Pole's coordinators was ensured; <p>The participation in the exchanges of experience relevant for the activity of the Growth Pole's coordinators was ensured;</p>	
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
<p>According to the information provided by the representative of the Beneficiary during the interview, the most important deliverables of the project are the following:</p> <ul style="list-style-type: none"> ▶ the preparation of the IDP corresponding to Constanta Growth Pole which comprises 122 integrated projects, 36 of them being priority projects financed under ROP - Priority Axis 1 - Supporting the sustainable development of the cities - Urban Growth Poles, Key Area of Intervention 1.1. - Integrated urban development plans (Growth Poles); ▶ a communication platform; ▶ training, meeting, exchanges of experience; 	<p>Interview with the Beneficiary / Progress Report no.21/28.04.2015</p>

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE	14884
<p>Apart from the previous mentioned deliverables, in order to support the activities of the Growth Pole's coordinator and his support team, 30 procurement contracts were concluded for acquiring goods and services as presented below:</p> <p>Goods</p> <ul style="list-style-type: none"> ▶ mobile phones; ▶ office furniture; ▶ IT equipment; ▶ consumables; ▶ air conditioners; <p>Services</p> <ul style="list-style-type: none"> ▶ visual identification services; ▶ space renting; ▶ Internet and telephone services (fixed and mobile); ▶ events organization; ▶ website construction services; ▶ maintenance and cleaning services; ▶ IT equipment and website maintenance; ▶ design, printing and brochure multiplication services; ▶ subscription to an online database containing Romanian and European legislation; 	
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	

NAME OF THE PROJECT	SMIS CODE												
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE	14884												
No problem was mentioned within Progress Report no.21/28.04.2015.	Progress Report no.21/28.04.2015												
k. FINANCIAL PROGRESS (RON)													
 <table border="1"> <caption>Financial Progress Data (Millions RON)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions RON)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>2.66</td> </tr> <tr> <td>Eligible expenses approved</td> <td>2.65</td> </tr> <tr> <td>Pre-financing paid</td> <td>0.00</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>1.09</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.50</td> </tr> </tbody> </table>	Category	Value (Millions RON)	Eligible expenses requested	2.66	Eligible expenses approved	2.65	Pre-financing paid	0.00	Reimbursed EU contribution (ERDF payments)	1.09	Reimbursed or approved national contribution	0.50	<p>OPTA website, http://www.poaat.ro, date accessed: 13.11.2015</p>
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Eligible expenses requested	2.66												
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Pre-financing paid	0.00												
Reimbursed EU contribution (ERDF payments)	1.09												
Reimbursed or approved national contribution	0.50												
l. PHYSICAL PROGRESS (RON)													

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE				14884
Indicator	Target value	Achieved	Progress %	Progress Report no.21/28.04.2015)
Analysis and review of the IDP corresponding to Constanta Growth Pole	6	0	0%	
Study on tourism development and cultural patrimony rehabilitation and promotion at Constanta Growth Pole level				
Study on labour force market trends in the context of the economic profile of Constanta Growth Pole				
Study on the economic profile of Constanta Growth Pole - Current state and trend analysis				
Study on the energy efficiency at Constanta Growth Pole level				
Study on vulnerable groups and marginalized communities at Constanta Growth Pole level				
Communication and promotion events	7	5	71.43%	

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE				14884
Training days	42	36	85.71%	
Travel days of the Growth Pole's coordinator and his support personnel relevant for their main activity	550	485	88.18%	
Relevant reunions in which the coordinator of Constanta Growth Pole and the support personnel participate in	30	30	100%	
Relevant exchanges of experience the coordinator of Constanta Growth Pole and the support personnel participate in	15	10	66,67%	
Months in which the Growth Pole's coordinator and his support personnel are remunerated	279.5	240.5	86.05%	
Space rented for the daily activity of the Growth Pole's coordinator and his support personnel for which visual identity is ensured (m ²)	100	100	100%	
Computers without licenses bought (including the server)	5	5	100%	

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE				14884
Licenses bought for 4 computers (MS Office, anti-virus and Windows) and for 1 server (Windows OEM, MS Office, anti-virus 5 CAL) + Corel Draw X4; Adobe Photoshop CS4; Autocad LT 2010	14	14	100%	
Photocopiers bought	1	1	100%	
Scanners bought	1	1	100%	
Printers bought	1	1	100%	
Mobile phones bought	4	4	100%	
Laser fax machines with phone bought	1	1	100%	
Video-projectors with protection screen bought	1	1	100%	
Photo cameras bought	1	1	100%	
Wireless equipment bought	1	1	100%	
Well-functioning of Constanta Growth Pole' s	77	65	84.42%	

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTIA GROWTH POLE				14884
Coordinator Office (months)				
Banners bought	1	1	100%	
Roll-ups bought	2	2	100%	
Outdoor project identification board	1	1	100%	
Indoor project identification board	1	1	100%	
Pop-up banners bought	1	1	100%	
Brochure stands	1	1	100%	
Folders bought	970	670	69.07%	
Brochures designed	620	300	48.39%	
Press releases within local and/or regional newspaper related to the project opening	1	1	100%	
Press releases within local and/or regional newspaper related to the project closing	0	0	0%	

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE				14884
Stickers	100	100	100%	
Press releases related to the organisation of the state employment examination for coordinator of the Growth Pole (1), counsellor (2) and assistant (1) jobs within the Office of the Growth Pole's coordinator	4	4	100%	
Maintenance and fixing of IT equipment, website updating and hosting	38	33	86.84%	
Online access to a legislative database	64	55	85.94%	
Dedicated project website	1	1	100%	
External audit report	1	0	0%	
Office desks bought	4	4	100%	
Tables bought	1	1	100%	
Cupboards bought	4	4	100%	

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE				14884
Cabinets bought	1	1	100%	
Unfixed pieces of furniture bought	2	2	100%	
Hanger bought	2	2	100%	
Chairs bought	31	31	100%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
<p>Four human resources are involved in the project implementation, respectively: the coordinator of the Growth Pole and his support personnel (2 counsellors and 1 assistant).</p> <p>Also, to ensure the project implementation, staff within SE RAD were also involved for procurement, financial, accounting and payment activities.</p>				<p>Progress Report no.21/28.04.2015</p>
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
<p>Expected Effects</p> <p>The project contributed to the building of a homogenous capacity to manage Structural Instruments among the stakeholders - the standardization of the information regarding the management and implementation of Structural Instruments being ensured by creating a platform that facilitated the communication among local partners (therefore the coherence of the proposed projects being ensured).</p> <p>By supporting the organization of training sessions, conferences, exchanges of experience and other events,</p>				<p>Interview with the Beneficiary Progress Report no.21/28.04.2015</p>

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE	14884
<p>the project significantly contributed to an increased knowledge of the team responsible for the coordination of the IDP and other entities involved, the capacity to coordinate the implementation of Structural Instruments being strengthened. The following can be mentioned as arguments to support the strengthening of the coordination capacity: all 122 projects included within the IDP corresponding to Constanta Growth Pole were successfully integrated and all the strategic objectives of IDP were met, namely:</p> <ul style="list-style-type: none"> ▶ Access for all the localities, tourists and passers-by within Constanta Metropolitan Area to improved urban infrastructure and services (including urban transport); ▶ Strengthening the economic role of Constanta National Growth Pole by adopting a polycentric approach; ▶ Improving life conditions for the citizens of Constanta Metropolitan Area by facilitating them access to high-quality security, healthcare, education, culture and social services; <p>Unexpected Effects</p> <p>The project increased the local authorities' interest in the strategic and integrated approach used for planning and implementing urban development projects, their willingness and the ease to collaborate (an important factor being the communication platform created).</p> <p>The following can also be mentioned as an unexpected effect: the importance of the Growth Pole's role increased, the coordination team becoming the main representative in formal meetings with international financial organizations, having technical and local expertise, as well as data collected from the region.</p>	
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE	14884
<p>Medium</p> <p>Taking into consideration the existence and well-functioning of a platform that ensures the communication among local authorities, the sustainability of the project is largely ensured. Though, if European funding would not be available, medium and long term sustainability would not be a certainty and a return to the initial state would be possible as local authorities are not responsible for ensuring coherence and integration of local projects.</p>	Interview with the Beneficiary
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>High</p> <p>There still exists the need for such projects. Moreover, this type of projects can be extended during 2014-2020 programming period to all county seats in order to support the integrated and strategic planning and ensure an efficient management of implementing the action plan.</p> <p>Also, there exists the need to link the interventions supported under different financing sources during 2014-2020 programming period (including different Operational Programmes) so as to have a more efficient absorption of European funds and to increase the projects impact.</p>	Interview with the Beneficiary
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
<p>The representative of the Beneficiary named the same sources of financing available during 2007-2013 programming period: OPTA and ROP - Technical Assistance Axis.</p> <p>An integrated approach cannot be adopted without an adequate technical support, therefore, the most indicated program for ensuring the prioritization and connection of the interventions financed under</p>	Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE</i>	14884
Structural Instruments is OPTA.	
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>Good cooperation and collaboration among institutions</p> <p>The cooperation and collaboration of various institutions involved in the project implementation, including public authorities and private companies, academic communities and civil society was ensured first of all because they were animated by the same objective and secondly because a platform was specifically designed to facilitate the communication among them.</p> <p>The contribution of SE RDA to the project implementation</p> <p>The contribution of SE RDA staff was significant, especially to procurement, financial and accounting activities.</p> <p>No politically affiliated member of the coordination team</p> <p>The coordination team having no political affiliation determined an increase of local partners' confidence in their expertise.</p>	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Lack of experience related to strategic and partnering approach</p> <p>Taking into consideration the great number of institutions, public authorities, business operators, academic</p>	Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE</i>	14884
communities and civil society representatives involved in the project implementation, a more strategic approach of the coordination team (also in terms of partnering) would have the contributed to a smooth implementation.	
5. CONCLUSIONS	
<p>The Beneficiary of the project "<i>Support for coordinating the implementation of the Integrated Development Plan of Constanta Growth Pole</i>" was the South-East Regional Development Agency whose aim is to reduce the intra and interregional imbalances and contribute to the economic and social development of the region. Within the SE RDA was created the Directorate Growth Pole in order to coordinate the preparation and implementation of the IDP and of projects included in the IDP.</p> <p>Project relevance</p> <p>The project is considered a relevant one because the ERDF contribution of the project represents 23.27% from the total value of project group 2 and 0.66% out of the total value of the 95 analyzed projects.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p> <p>As mentioned in the justification of this project type, the activity of the Growth Pole represents a key horizontal mechanism to coordinate the preparation, implementation and monitoring of IDP which embeds projects financed from multiple Operational Programmes, facilitating thus the collaboration and consultation at central and local level with the involved institutions.</p> <p>The objective of the project, namely: <i>supporting the coordination of the preparation and implementation of the Integrated Development Plan (IDP) of Constanta Growth Pole is consistent (on short term) with the objectives</i> included within the reconstructed Logic of Intervention (LOI) of the KAI 1.1. related to the <i>standardization of tools, information and procedures in the management and implementation of SI, homogenous capacity and increased level of knowledge of staff involved in the management of SI.</i></p> <p>Also, through its objective, the project is also aligned to one of the medium term impacts within the reconstructed LOI of the KAI 1.1.,</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTA GROWTH POLE</i>	14884
<p>respectively, contributing to an effective coordination of the programming, monitoring, financial management and control of the Structural Instruments, therefore supporting the long term effect: an efficient and effective process in the management of SI. Moreover, the implemented activities, which are consistent with the indicative activities from the OPTA were relevant for achieving the change envisaged.</p> <p>Coherence of impacts with respect to expected impacts of KAI 1.1</p> <p>Through the technical expertise provided to the local authorities, the collaborative networks built, the synergies created between the projects proposed in the IDP, the exchanges of experience and trainings that were organized, the project has as expected short term impacts: the building of a homogenous capacity to manage Structural Instruments among the stakeholders, the standardization of the information regarding the management and implementation of Structural Instruments and the increased knowledge of the team responsible for the coordination of the IDP and other entities involved. Therefore, the impacts of the project are coherent to some of the short term impacts of KAI 1.1. and to the medium term impact that refers to an effective coordination of programming, monitoring, financial management and control of the Structural Instruments. Although, no coherence is ensured related to the coordination of the internal audit of Structural Instruments. The same exception (internal audit process) can be named also when referring to the coherence with the long term impact of KAI 1.1, hence, the impacts of the project contribute to an efficient and effective process of programming, monitoring, financial management and control of the Structural Instruments.</p> <p>Sustainability of impacts</p> <p>As the project increased the interest and willingness of local authorities in the strategic and integrated approach used for planning and implementing urban development projects and communication and collaboration mechanisms were set up, on medium term the sustainability of the impacts can be ensured. The mid-term sustainability is also supported by the fact that during 2014-2020 programming period, funding under the same Structural Instruments can be accessed and that the needs addressed by this type of projects are also taken into consideration at Operational Programme's level. But, on a long term, the sustainability is at risk because local authorities are not responsible for ensuring coherence of local projects.</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR COORDINATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN OF CONSTANTIA GROWTH POLE	14884
<p>Lessons learned</p> <p>There exists the need for an integrated approach at Structural Instruments level. Moreover, planning and organizing as phases in implementing projects should represent areas of focus, the interventions should be connected and the impact assessed. <i>Increasing European funds absorption rate</i> as the main aim of implementing projects is an approach that should be avoided.</p> <p>Recommendations</p> <p>Taking into consideration the lessons learned, the primary recommendation is to ensure the project continuity. Subsequently, priority areas of intervention should be planning, organizing and monitoring of Structural Instruments. Also, the <i>integrated territorial/sectoral development</i> concept should be promoted using all types of communication channels, including trainings and integrated among the objectives related to Structural Instruments. Finally, the framework this type of projects constituted should be enacted.</p>	

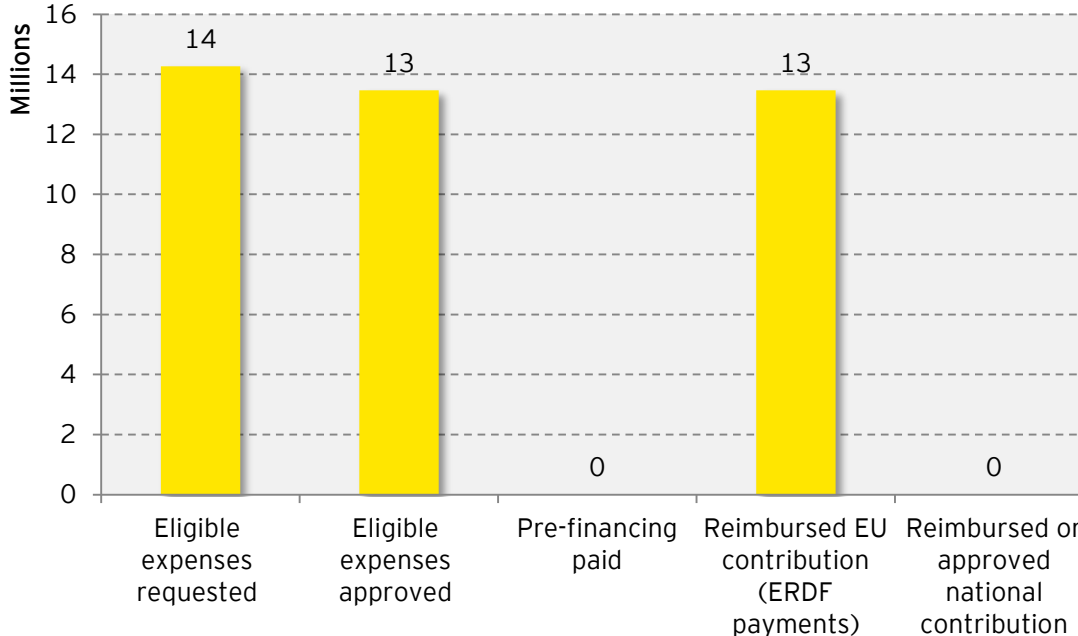
Project Group 3

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME	19976
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>The Beneficiary of the project is the Ministry of Regional Development and Tourism that starting December 2012 transformed into Ministry of Regional Development and Public Administration¹⁴. MRDPA carries out, as appropriate, together with the line ministries, the government policy in areas such as: regional development, cohesion and spatial development, cross-border, transnational and interregional cooperation, monitoring and control of the use of non-reimbursable financial assistance provided to Romania by the European Union programmes in its areas of activity etc.</p> <p>MDRPA acted as Managing Authority (MA) and as Paying Unit for the Regional Operational Programme (ROP) 2007-2013.</p> <p>At the moment of the project implementation, MDRPA in its quality of ROP MA delegated some of its responsibility to the Directorate for Managing European Funds for Tourism who acted as Intermediate Body for the major DI - "Promoting the tourism potential and creating the necessary infrastructure aimed at enhancing Romania's attractiveness as tourist destination".</p>	<p>Financing Decision CTRF <i>1.1.045/ 25.06.2010</i></p>

¹⁴ Ministry of Regional Development and Public Administration was established through the reorganization of the Ministry of Regional Development and Tourism. The decision was approved in the Government meeting that took place on 22nd of December 2012, through Emergency Ordinance no. 96 concerning the establishment of certain reorganization measures within the central public administration and for the amendment of certain legal acts.

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME		19976
b. DURATION OF THE CONTRACT (months)		
32,5 months (from 14.04.2009 to 31.12.2011)		Financing Decision CTRF 1.1.045/ 25.06.2010
c. PROJECT STATUS		
Financially Finalised		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	13,470,003	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	13,470,003	
<i>ERDF contribution</i>	13,470,003	
e. OBJECTIVE		
According to the Financing Request the objective of the project was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments - Convergence Objective.		Financing Request no.1.1.045/ 04.05.2010
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
<i>Direct Beneficiaries:</i>	is Ministry of Regional Development and Public Administration	Financing Request no.1.1.045/ 04.05.2010

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME		19976
Target group:	<p>The employees involved in the management of Structural Funds- Convergence Objective within the Ministry of Regional Development and Public Administration that were part of:</p> <ul style="list-style-type: none"> ▶ ROP Managing Authority <ul style="list-style-type: none"> • The Regional Operational Programme Managing Authority General Directorate • The General Directorate for Programme Certification and Payment ▶ ROP Intermediate Body through the Direction for the Management of Community Funds for Tourism 	
g. PLANNED ACTIVITIES		
Partially ensuring the resources needed for the application of Law no. 490/2004 regarding the financial incentives for the staff managing European funds, with all the addendums and additions for the staff involved in Structural Funds management -Convergence Objective within the Ministry of Regional Development and Public Administration.		Financing Request no.1.1.045/ 04.05.2010
h. IMPLEMENTED ACTIVITIES		
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within the Ministry of Regional Development and Tourism.		Progress Reports no. 7/ 29.02.2012
i. DELIVERABLES PRODUCED UNDER THE PROJECT		
According to the final Progress Report submitted, the number of employees who benefited in the last 3 months of salary reimbursement was between 133 and 135.		Financing Request no.1.1.045/ 04.05.2010 Progress Reports no. 7/ 29.02.2012

NAME OF THE PROJECT	SMIS CODE												
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME	19976												
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL													
No problems in implementation were outlined in the last available Progress Report	Progress Reports no. 7/ 29.02.2012												
k. FINANCIAL PROGRESS (RON)													
 <table border="1"> <caption>Financial Progress Data (Millions of RON)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>14</td> </tr> <tr> <td>Eligible expenses approved</td> <td>13</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>13</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0</td> </tr> </tbody> </table>	Category	Value (Millions)	Eligible expenses requested	14	Eligible expenses approved	13	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	13	Reimbursed or approved national contribution	0	<p>OPTA website, http://www.poa.ro, date accessed: 13.11.2015</p>
Category	Value (Millions)												
Eligible expenses requested	14												
Eligible expenses approved	13												
Pre-financing paid	0												
Reimbursed EU contribution (ERDF payments)	13												
Reimbursed or approved national contribution	0												
l. PHYSICAL PROGRESS (RON)													

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME				19976
Indicator	Target value	Achieved	Progress %	Estimated value based on financial progress (Progress Report no.7/29.02.2012)
Total work time (of the staff involved in the coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)	3120	3530	113.14%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
The team in charge with the project implementation was composed of 3 members.				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
<p>Expected Effects</p> <p>From the consultation of the representative of the beneficiary emerged that the project had as expected positive effect the staff stability. Although MDRPA was also subject to the reorganization process that occurred at the level of all central public institutions, the turnover was low.</p> <p>Unexpected Effects</p> <p>As unexpected negative effect it can be mentioned the appearance of tensions between the groups that benefited from the project and the representatives of other public institutions who might have felt aggrieved for not being able to benefit from trainings, study visits and other capacity strengthening activities due to</p>				Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME	19976
lack of funding.	
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	
<p>Moderate</p> <p>According to the interview performed, although the project managed to attract and maintain qualified and motivated personnel within MRDPA, if funding stopped and the state budget couldn't maintain the higher salaries that employees managing structural instruments benefit from, the results couldn't be sustained on the long run.</p>	Interview with the Beneficiary
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
The continuity of the project was ensured by implementing a new project starting 01.12.2011 - SMIS 42536.	Interview with the Beneficiary
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
The financing sources used to ensure the project continuity in the programming period 2007-20013 was OPTA (i.e. two follow-up projects were implemented). In the programming period 2014-2020 salary costs for staff involved in the implementation of SIs in the Ministry of Development will be ensured under the TA Axis of the ROP 2014-2020. In this context a medium risk to sustainability is envisaged, as resources might not be sufficient for the entire programming period (i.e. or up to 2020 including) and/or resources for other activities to be financed under TA for ROP are diminished.	Interview with the Beneficiary / desk research
4. IMPLEMENTATION MECHANISMS	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME	19976
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>Good communication among Beneficiary - Managing Authority</p> <p>There was a good cooperation with the Ministry of European Funds representatives, who were flexible and always open to consultation.</p>	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Amendment of the procedure during implementation phase</p> <p>The reimbursement of expenses occurred retroactively due to the continuous amendment of the procedure in terms of: eligible expenses, reimbursement criteria, Time Sheet fill in criteria. The implementation period had never begun on time i.e. 3 months after the submission of the financing request and the signing of the financing contract. Until signing the first financing request, there were months when salaried had to be paid.</p> <p>Moreover, the European Commission intervened wanting to put on hold the reimbursement process due to the introduction of new criteria or by agreeing upon other aspects than initially stipulated and these changes impacted the eligibility of staff and/or of expenses.</p> <p>Obligation to submit daily Time Reports</p> <p>The most difficult time period was when expenses were reimbursed based on the submission of daily Time Reports that staff had to fill in. There were people with roles in common attribution structures i.e. OPAC, ROP and they had to justify their daily activity. It was a challenge for the project team to compute salaries and corresponding social contributions on the one hand and to tackle staff's resistance on the other hand, who was considering it an additional burden.</p> <p>Change of name</p>	Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME</i>	19976
If the name of the position or of the directorate changed or the directorate merged with other directorate/s, the whole authorization process had to be resumed and new Job Description, Internal Regulations had to be drawn up.	
5. CONCLUSIONS	
<p>The Beneficiary of the project "Support for partial financing the salary expenditures incurred by the Ministry of Regional Development and Tourism for the staff involved in the management of Regional Operational Programme" was the Ministry of Regional Development and Tourism (MRDT) whose aim was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments.</p> <p>Project relevance</p> <p>The project is included in the sample, registering an ERDF contribution of 3.58% from the total value of project group 3 and 2.88% out of the total value of the 95 analyzed projects. The project is considered relevant due to the importance of this institution in the current context of managing SI.</p> <p>As mentioned in the justification of this project type, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level of the staff before the supplementary remuneration was legislated and the salary costs were reimbursed.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p> <p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objective is partially consistent with the expected result on the short term, i.e. reducing staff turnover (see Figure 6: Reconstructed logic of intervention), that leads to the final objective of KAI 1.1, as the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p>Coherence of impacts with respect to expected impacts of KAI 1.1</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME</i>	19976
<p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objectives are consistent with the expected impact on the short term, i.e. reducing staff turnover (see Figure 6: Reconstructed logic of intervention), that leads to the final objective KAI 1.1., as the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p>As regards expected medium term effects, overlap between OPTA 2007-2013 and Technical Assistance Priority Axis of ROP and OPAC were avoided as salary costs were covered only under the former.</p> <p>For the long run the project has contributed to an efficient and effective programming, monitoring, financial management, verification and control, as partial reimbursement of salary of staff involved in all these processes was performed and this activities facilitated stability of staff, an essential precondition for further capacity optimization.</p> <p>Sustainability of impacts</p> <p>If the activities under this project type continue to be funded through SIs in the next programming period, impacts can be sustained on a long term (3 to 5 years). In the case of ceasing the partial financing of the staff expenses through SIs, there is a risk that the pressure placed on the state budget by these expenditures in a less favorable economic context might lead to capping of salaries and number of staff, which, in turn, might determine a higher staff fluctuation and limitation of KAI 1.1's impact sustainability.</p> <p>Lessons learned</p> <p>The previous programming period emphasized on the need of clearly defining methodological and procedural arrangements at the beginning of the project in order to avoid confusion and follow a coherent and unitary approach.</p> <p>Recommendations</p> <p>From the point of view of the procedure, simplification would have brought higher efficiency and would have saved costs. A Simplified Cost Option could be an alternative to consider.</p> <p>From the point of view of documents required for reimbursement the supporting documents should be: Job Descriptions and Appointment</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM FOR THE STAFF INVOLVED IN THE MANAGEMENT OF REGIONAL OPERATIONAL PROGRAMME</i>	19976
<p>Decisions since although the name of the position changed, the attributions and the global costs stayed the same.</p> <p>From the point of view of the position or of directorate name change, the certification process should not be resumed each and every time since the functions stayed the same i.e. programming, implementation, monitoring, evaluation etc.</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,	41678
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>The National Authority for Scientific Research is the Beneficiary of the project.</p> <p>The Authority's mission is to ensure the elaboration, application, monitoring and evaluation of the policies in the field of research-development and innovation, consistent with the strategy and the Governing Programme, for the purpose of ensuring on this basis the enlargement of the national and international technological and innovation patrimony, the sustainable economic development, the access on the internal, European market and on the global markets, the creation of the informational knowledge-based society, the satisfaction of the citizens' needs and a growth in the quality of their lives.</p> <p>The National Authority for Scientific Research has the role of Intermediate Body and fulfills attributes in terms of verification and ensurance of adequate functioning and control of the management systems for the Sectoral Operational Programme (SOP) - "Increase of Economic Competitvity".</p> <p>Website: http://www.research.ro/en/articol/980/despre-ancs-prezentare</p>	<p>Financing Request / Financing Decision no. CTRF 1.1.111/ 27.04.2012</p>
b. DURATION OF THE CONTRACT (months)	

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,		41678
43 months from 01.12.2011 to 30.06.2015		Financing Decision CTRF 1.1.111/ 27.04.2012 Addendum no. 3/ 08.06.2015
c. PROJECT STATUS		
In implementation		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	10,306,489.54	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	10,306,489.54	
<i>ERDF contribution</i>	8,760,516.11	
e. OBJECTIVE		
According to the Financing Request the objective of the project was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments - Convergence Objective.		Financing Request 1.1.111/23.04.2012

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,		41678
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
Direct Beneficiaries:	National Authority for Scientific Research	Financing Request 1.1.111/23.04.2012
Target group:	Employees involved in the management of Structural and Cohesion Funds Convergence Objective, within the National Authority for Scientific Research through the General Directorate Intermediate Body for Research (54 attributed positions, 49 occupied positions, 49 active positions).	
g. PLANNED ACTIVITIES		
Ensuring the partial expenses related to the remuneration of personnel involved in the management of Structural Instruments - Convergence Objective from the National Authority for Scientific Research		Financing Request 1.1.111/23.04.2012
h. IMPLEMENTED ACTIVITIES		
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective from the National Authority for Scientific Research.		Progress Report no. 4/ 08.07.2015
i. DELIVERABLES PRODUCED UNDER THE PROJECT		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,</i>	41678
According to the last progress report submitted, the number of employees who benefited from the project was 50.	Progress Report no. 4/08.07.2015
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
There are no problems mentioned in the last available Progress Report.	Progress Report no. 4/08.07.2015
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT				SMIS CODE												
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,				41678												
<table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>10</td> </tr> <tr> <td>Eligible expenses approved</td> <td>8.34</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>3.75</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.66</td> </tr> </tbody> </table>				Category	Value (Millions)	Eligible expenses requested	10	Eligible expenses approved	8.34	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	3.75	Reimbursed or approved national contribution	0.66	<p>OPTA website, http://www.poaat.ro, date accessed: 13.11.2015</p>
Category	Value (Millions)															
Eligible expenses requested	10															
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Reimbursed EU contribution (ERDF payments)	3.75															
Reimbursed or approved national contribution	0.66															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	<p>OPTA website, http://www.poaat.ro, date accessed: 13.11.2015</p>												

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,				41678
Total work time (for personnel involved in the management of Structural and Cohesion Funds) for which co-financing is ensured	2,106	1,834	87.11%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
The National Scientific Research Authority team involved in the management of SI was initially formed of 8 people and at present they are around 53.				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
<p>Expected Effects</p> <p>From the consultation of the representative of the beneficiary emerged that the project had as expected positive effect the stability and the increase in productivity of the target group.</p> <p>From a quantitative point of view, the Intermediate Body began with 8 people and now they are around 53. As they grew larger, they reached a higher performance level.</p> <p>From a qualitative perspective, most people have university education, they occupy adviser positions. The positive work environment and the specifics of their activity stimulated them to gradually improve their knowledge and level of expertise.</p> <p>The National Scientific Research Authority is an Intermediate Body providing financing to a rather atypical project category than the ones usually managed via European Funding such as: research infrastructures,</p>				<p>Interview with the Beneficiary</p>

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,</i></p>	<p>41678</p>
<p>partnerships, innovative entities, start-ups, spinoffs etc. They are financing even the Extreme Light Infrastructure (ELI) project from Magurele that when becoming operational, will be the most advanced research facility in the world focusing on the study of nuclear physics studies and its applications. Therefore staff's knowledge level and expertise is highly important and must be constantly improved. NASP staff has constantly participated in many training sessions in important European training centers such as: Copenhagen, Maastricht, Brussels, Barcelona, Florence, Paris etc. and performed Triple helix exchange visits in Norway, Sweden, Denmark. These projects were initiated by them and financed through the Priority Axis 5.</p> <p>Another expected positive effect that the beneficiary's representative stressed was the unburdening of the state budget.</p> <p>If salaries were not reimbursed from OPTA, the fact that the national budget was unburdened created somehow a more relaxed climate in terms of number of employees and salary level since no measures were taken to fire people or to lower salaries.</p>	
<p>3. SUSTAINABILITY OF THE PROJECT</p>	
<p>a. SUSTAINABILITY OF THE RESULTS</p>	
<p>Moderate</p> <p>According to the interview performed, the effects of the project are sustainable on a long term (3 to 5 years). However, if partial reimbursement of salaries from structural instruments stopped, it is hard to predict whether Romania's state budget could sustain the high wage level. This issue could lead to salary or personnel reductions and most probably to less specialized and motivated staff, thus nullifying the effects of the project.</p>	<p>Interview with the Beneficiary</p>

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,</i></p>	<p>41678</p>
<p>Moreover, on the MEF site there is an ordinance project aiming at integrating all Intermediate Bodies within the Managing Authority, relocating staff members at MEF premises. The plan is totally unfavorable since the communication between team members will be hardened and the team spirit that NASP staff consolidated in years will be diluted. If the plan will come true, it is foreseeable that many employees will pursue other career opportunities and the system will lose valuable human resources.</p>	
<p>b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS</p>	
<p>HIGH</p> <p>It is highly probable for the project to be replicated as the Intermediate Body role that the National Authority for Scientific Research is fulfilling is utterly important from the perspective of the innovative projects they are financing and it is important that the stability and motivation of staff to be kept at an optimum level.</p> <p>Since the positive effects of the project would not be sustainable if the financing stopped, there is a definite need for similar projects financing salaries in order to reduce staff fluctuations and improve the motivation of personnel in the new programming period.</p>	<p>Interview with the Beneficiary</p>
<p>c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD</p>	
<p>For the next programming period the Authority for Scientific Research and Innovation is eligible for projects financing salaries for staff involved in the management of Structural Instruments through the OPTA 2014-2020</p>	<p>Interview with the Beneficiary</p>

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,	41678
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>Good communication among Beneficiary - Managing Authority</p> <p>During the interview it was emphasized a good communication and collaboration with the Managing Authority representatives who promptly responded to queries.</p> <p>Project team</p> <p>The project team cooperated efficiently and constantly improved their knowledge. During the whole process they consulted with each other and tried to find the best solution in tackling issues. They consider themselves among the most efficient IBs in the country, aspect that has proven well grounded. In the previous programming period they requested the supplementation of the financing allocation from 646 million to 770 million EUR. In the new programming period they were the first launching competitions and the right direction and drive is given by NASR Managing Director, Mrs. Dana Violeta Gheorghe.</p>	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Non-harmonization of domestic legislation with the European one and legislative terminological discrepancy</p> <p>For instance if, in their role of Intermediate Body, they apply a financial adjustment subsequent to a recommendation written down within the Audit Report concerning the breach of the transparency principle for instance, the beneficiary sues them and wins by virtue of the Romanian law. They have all the time to reconcile</p>	

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<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,</i></p>	<p>41678</p>
<p>with the Audit Authority as the functioning of SI management bodies is regulated by Law 66 whereas the Fight Against Fraud Department (DLAF) judges them based on Law 61/2011 concerning the organization and functioning of DLAF.</p> <p>Moreover there are legislative terminological discrepancies that the interviewed beneficiary representative came across such as fraud index (ro: indice) vs. fraud indicator.</p> <p>Change of procedure</p> <p>In the first programming period the competitions were launched one by one whereas in the new programming period there were 7 competitions launched at once.</p> <p>In the previous programming period, a Guide for Applicants was drawn up for each and every competition launched whereas in the new programming period there is a unique Guide for Applicants for all competitions.</p>	
<p>5. CONCLUSIONS</p>	
<p>The Beneficiary of the project "Support for the partial financing of staff expenditure incurred by the National Authority for Scientific Research, in the period 2012-2015, for the staff involved in the management of Structural Instruments" was the National Authority for Scientific Research whose aim was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments..</p> <p>Project relevance</p> <p>The project is included in the sample, registering an ERDF contribution of 2.33% from the total value of project group 3 and of 1.87% out of the total value of the 95 analyzed projects. The project is considered relevant due to the importance of this institution in the current</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,</i></p>	<p>41678</p>
<p>context of managing SI.</p> <p>As mentioned in the justification of this project type, it is necessary to ensure the stability of staff through maintaining their motivation at an optimum level.</p> <p><i>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</i></p> <p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objectives are consistent with the expected impact on the short term, i.e. reducing staff turnover, that leads to the final objective KAI 1.1., as the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>The project contributed to the short-term impact of KAI 1.1, expected from projects under which salary costs are reimbursed, i.e. reducing staff turnover (see Figure 6: Reconstructed logic of intervention). This contribution adds to a series of positive effects on staff fluctuation produced by the following elements: (1) institutional stability (i.e. internal stability for the structures managing and implementing SIs), (2) internal management capacity, at both high and middle level, (3) qualitative technical capacity building activities targeting different functions under the Mas, financed under the Technical Assistance Priority Axis and (4) high salaries in themselves, possible in a context in which the remuneration system in public administration hasn't been unified, yet.</p> <p>For the long run the project has contributed to an efficient and effective programming, monitoring, financial management, verification and control, as the partial reimbursement of salary of staff involved in all these processes was performed and this activities facilitated stability of staff, an essential precondition for further capacity optimization.</p> <p><i>Sustainability of impacts</i></p> <p>If the activities under this project type continue to be funded through SIs in the next programming period, impacts can be sustained on a</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE NATIONAL AUTHORITY FOR SCIENTIFIC RESEARCH, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS,</i></p>	<p>41678</p>
<p>long term (3 to 5 years). In the case of ceasing the partial financing of the staff expenses through SIs, there is a risk that the pressure placed on the state budget by these expenditures in a less favorable economic context might lead to capping of salaries and number of staff, which, in turn, might determine a higher staff fluctuation and limitation of KAI 1.1's impact sustainability.</p> <p>Lessons learned</p> <p>The legislation should be harmonized in order to follow a coherent and integrated approach and avoid the futile consumption of physical, emotional resources in solving these discrepancies.</p> <p>Amendment of the procedure related to the management of SI should not have been performed since the initially designed arrangements were functional and able to better accommodate the SI management process.</p> <p>Recommendations</p> <ul style="list-style-type: none"> ▶ Provision of a basic training in the field of structural instruments for new joiners entering the system; ▶ A system for stimulating performance for staff operating in the field of SI management since knowledgeable people equal performance; ▶ The creation of a loyalty system by which to grant a financial bonus to SI employees, following a certain periodicity (5-10 years). 	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.</i>	42536
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	

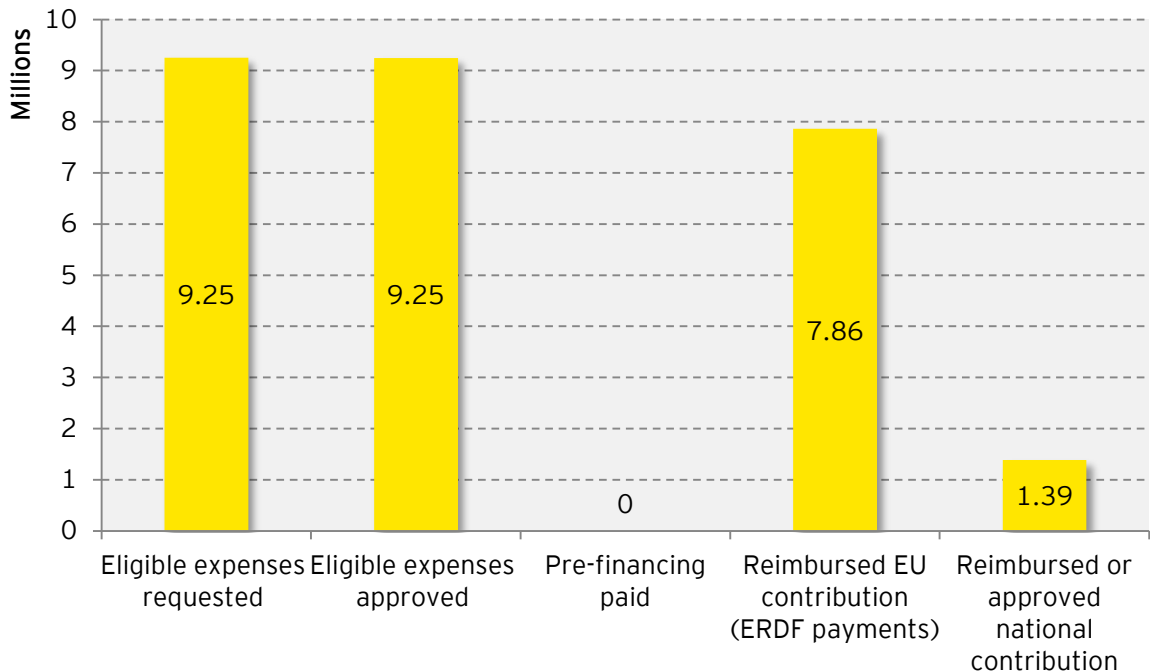
NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.</i></p>	<p>42536</p>
<p>The Beneficiary of the project is the Ministry of Regional Development and Tourism that starting December 2012 transformed into Ministry of Regional Development and Public Administration¹⁵. MRDPA carries out, as appropriate, together with the line ministries, the government policy in areas such as: regional development, cohesion and spatial development, cross-border, transnational and interregional cooperation, monitoring and control of the use of non-reimbursable financial assistance provided to Romania by the European Union programmes in its areas of activity etc.</p> <p>MDRPA acted as Managing Authority (MA) and as Paying Unit for the Regional Operational Programme (ROP) 2007-2013.</p> <p>At the moment of the project implementation, MDRPA in its quality of ROP MA delegated some of its responsibility to the Directorate for Managing European Funds for Tourism who acted as Intermediate Body for the major DI 5.3 - "Promoting the tourism potential and creating the necessary infrastructure aimed at enhancing Romania's attractiveness as tourist destination".</p>	<p>Financing Decision CTRF <i>1.1.118/ 31.08.2012</i></p>
<p>b. DURATION OF THE CONTRACT <i>(months)</i></p>	

¹⁵ Ministry of Regional Development and Public Administration was established through the reorganization of the Ministry of Regional Development and Tourism. The decision was approved in the Government meeting that took place on 22nd of December 2012, through Emergency Ordinance no. 96 concerning the establishment of certain reorganization measures within the central public administration and for the amendment of certain legal acts.

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.		42536
15 months (from 01.12.2011 to 28.02.2013)		Financing Decision CTRF 1.1.118/ 31.08.2012 Addendum no. 2/ 25.04.2013
c. PROJECT STATUS		
Financially Finalised		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	9,248,683.37	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	9,239,287.2	
<i>ERDF contribution</i>	7,853,394.12	
e. OBJECTIVE		
According to the Financing Request the objective of the project was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments - Convergence Objective.		Financing Request no.1.1.118/ 26.06.2012

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.		42536
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
Direct Beneficiaries :	Ministry of Regional Development and Public Administration	Financing Request no.1.1.118/ 26.06.2012
Target group:	<p>The employees involved in the management of Structural Funds- Convergence Objective within the Ministry of Regional Development and Public Administration that were part of:</p> <p>ROP Managing Authority</p> <ul style="list-style-type: none"> • The Regional Operational Programme Managing Authority General Directorate • The General Directorate for Programme Certification and Payment • The General Directorate for identification and reporting of irregularities related to European funds <p>ROP Intermediate Body through the Direction for the Management of Community Funds for Tourism</p>	
g. PLANNED ACTIVITIES		
Partially ensuring the expenses related to the remuneration of personnel involved in the management of Structural Instruments - Convergence Objective in the Ministry of Regional Development and Tourism. Ensuring project management		Financing Request no.1.1.118/ 26.06.2012
h. IMPLEMENTED ACTIVITIES		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.</i>	42536
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within the Ministry of Regional Development and Tourism. Ensuring project management	Progress Reports no.1/ 08.11.2013 revised version
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
According to the final Progress Report submitted, at the beginning of the project i.e. 01.01.2012 the total number of employees involved in the management of Structural Instruments (SI) within the Convergence objective who benefited from salary reimbursement was 137 whereas at the end of the project the number reached 210.	Progress Reports no.1/ 08.11.2013 revised version
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
No problems in implementation were outlined in the last available Progress Report	Progress Reports no.1/ 08.11.2013 revised version
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT				SMIS CODE												
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.				42536												
 <p>The bar chart displays financial data in millions. The y-axis ranges from 0 to 10. The x-axis categories and their values are: Eligible expenses requested (9.25), Eligible expenses approved (9.25), Pre-financing paid (0), Reimbursed EU contribution (ERDF payments) (7.86), and Reimbursed or approved national contribution (1.39).</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>9.25</td> </tr> <tr> <td>Eligible expenses approved</td> <td>9.25</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>7.86</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>1.39</td> </tr> </tbody> </table>				Category	Value (Millions)	Eligible expenses requested	9.25	Eligible expenses approved	9.25	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	7.86	Reimbursed or approved national contribution	1.39	<p>OPTA website, http://www.poa.ro, date accessed: 13.11.2015</p>
Category	Value (Millions)															
Eligible expenses requested	9.25															
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Reimbursed or approved national contribution	1.39															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress%	Progress Report												

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.				42536
Total work time (for personnel involved in the management of Structural and Cohesion Funds) for which co-financing is ensured (man-month)	2,684	2,620	97.62%	no.1/08.11.2013 revised version
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
The team in charge with the project implementation was composed of 3 members.				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
<p>Expected Effects</p> <p>From the consultation of the representative of the beneficiary emerged that the project had as expected positive effect the staff stability. Although MDRPA was also subject to the reorganization process that occurred at the level of all central public institutions, the turnover was low.</p> <p>Unexpected Effects</p> <p>As unexpected negative effect it can be mentioned the appearance of tensions between the groups that benefited from the project and the representatives of other public institutions who might have felt aggrieved for not being able to benefit from trainings, study visits and other capacity strengthening activities due to lack of funding.</p>				Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.	42536
3. SUSTAINABILITY OF THE PROJECT	
g. SUSTAINABILITY OF THE RESULTS	
<p>Moderate</p> <p>According to the interview performed, although the project managed to attract and maintain qualified and motivated personnel within MRDPA, if funding stopped and the state budget couldn't maintain the higher salaries that employees managing structural instruments benefit from, the results couldn't be sustained on the long run.</p>	Interview with the Beneficiary
h. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
The continuity of the project was ensured by implementing a new project starting 01.02.2013 - SMIS 48821.	Interview with the Beneficiary
i. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
The financing sources used to ensure the project continuity in the programming period 2007-20013 was OPTA (i.e. one follow-up projects was implemented). In the programming period 2014-2020 salary costs for staff involved in the implementation of SIs in the Ministry of Development will be ensured under the Technical Assistance (TA) Axis of the ROP 2014-2020. In this context a medium risk to sustainability is envisaged, as resources might not be sufficient for the entire programming period (i.e. or up to 2020 including) and/or resources for other activities to be financed under TA for ROP are diminished.	Interview with the Beneficiary

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SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.	42536
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>Good communication among Beneficiary - Managing Authority</p> <p>There was a good cooperation with the Ministry of European Funds representatives, who were flexible and always open to consultation.</p>	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Amendment of the procedure during implementation phase</p> <p>The reimbursement of expenses occurred retroactively due to the continuous amendment of the procedure in terms of: eligible expenses, reimbursement criteria, Time Sheet fill in criteria. The implementation period had never begun on time i.e. 3 months after the submission of the financing request and the signing of the financing contract. Until signing the first financing request, there were months when salaried had to be paid.</p> <p>Moreover, the European Commission intervened wanting to put on hold the reimbursement process due to the introduction of new criteria or by agreeing upon other aspects than initially stipulated and these changes impacted the eligibility of staff and/or of expenses.</p> <p>Obligation to submit daily Time Reports</p> <p>The most difficult time period was when expenses were reimbursed based on the submission of daily Time Reports that staff had to fill in. There were people with roles in common attribution structures i.e. OPAC, ROP</p>	Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.</i></p>	<p>42536</p>
<p>and they had to justify their daily activity. It was a challenge for the project team to compute salaries and corresponding social contributions on the one hand and to tackle staff's resistance on the other hand, who was considering it an additional burden.</p> <p>Change of name</p> <p>If the name of the position or of the directorate changed or the directorate merged with other directorate/s, the whole authorization process had to be resumed and new Job Description, Internal Regulations had to be drawn up.</p>	
<p>5. CONCLUSIONS</p>	
<p>The Beneficiary of the project "Support for the partial financing of staff expenditure incurred by the Ministry Of Regional Development And Tourism, in the period 2012-2015, for the staff Involved in the Management Of Structural Instruments" was the Ministry of Regional Development and Public Administration (MRDPA) whose aim was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments.</p> <p>Project relevance</p> <p>The project is included in the sample, registering an ERDF contribution of 2.09% from the total value of project group 3 and of 1.68% out of the total value of the 95 analyzed projects. The project is considered relevant due to the importance of this institution in the current context of managing SI.</p> <p>As mentioned in the justification of this project type, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level of the staff before the supplementary remuneration was legislated and the salary costs were reimbursed.</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.</i></p>	<p>42536</p>
<p><i>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</i></p> <p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objectives are consistent with the expected impact on the short term, i.e. reducing staff turnover, that leads to the final objective KAI 1.1., as the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>The project contributed to the short-term impact of KAI 1.1, expected from projects under which salary costs are reimbursed, i.e. reducing staff turnover (see Figure 6: Reconstructed logic of intervention). This contribution adds to a series of positive effects on staff fluctuation produced by the following elements: (1) institutional stability (i.e. internal stability for the structures managing and implementing SIs), (2) internal management capacity, at both high and middle level, (3) qualitative technical capacity building activities targeting different functions under the Mas, financed under the Technical Assistance Priority Axis and (4) high salaries in themselves, possible in a context in which the remuneration system in public administration hasn't been unified, yet.</p> <p>As regards expected medium term effects, overlap between OPTA 2007-2013 and Technical Assistance Priority Axis of ROP and OPAC were avoided as salary costs were covered only under the former.</p> <p>For the long run the project has contributed to an efficient and effective programming, monitoring, financial management, verification and control, as the partial reimbursement of salary of staff involved in all these processes was performed and this activities facilitated stability of staff, an essential precondition for further capacity optimization.</p> <p><i>Sustainability of impacts</i></p> <p>If the activities under this project type continue to be funded through SIs in the next programming period, impacts can be sustained on a long term (3 to 5 years). In the case of ceasing the partial financing of the staff expenses through SIs, there is a risk that the pressure</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR THE PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF REGIONAL DEVELOPMENT AND TOURISM, IN THE PERIOD 2012-2015, FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS.</i></p>	<p>42536</p>
<p>placed on the state budget by these expenditures in a less favorable economic context might lead to capping of salaries and number of staff, which, in turn, might determine a higher staff fluctuation and limitation of KAI 1.1's impact sustainability.</p> <p>Lessons learned</p> <p>The previous programming period emphasized on the need of clearly defining methodological and procedural arrangements at the beginning of the project in order to avoid confusion and follow a coherent and unitary approach.</p> <p>Recommendations</p> <p>From the point of view of the procedure, simplification would have brought higher efficiency and would have saved costs. A Simplified Cost Option could be an alternative to consider.</p> <p>From the point of view of documents required for reimbursement the supporting documents should be: Job Descriptions and Appointment Decisions since although the name of the position changed, the attributions and the global costs stayed the same.</p> <p>From the point of view of the position or of directorate name change, the certification process should not be resumed each and every time since the functions stayed the same i.e. programming, implementation, monitoring, evaluation etc.</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS	42719
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Ministry of Economy, Commerce and Business Environment</p> <p>The Ministry of Economy, Commerce and Business Environment is an institutional body within the central public administration, subordinate to the Government, applying the strategy and the governance plan in the areas of economy, commerce and business environment. Presently called the Ministry of Economy, Commerce and Tourism, the institution acts as a Managing Authority for the Sectoral Operational Programme "Increase of Economic Competitiveness".</p> <p>Website: http://www.minind.ro/</p>	<p>Financing Request no. 1.1.119</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>49 months (from 01.12.2011 to 31.12.2015)</p>	<p>Financing Decision no. 1.1.119</p>
c. PROJECT STATUS	
In implementation	

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS		42719
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	12,886,658.77	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	12,533,387.17	
<i>ERDF contribution</i>	10,653,379.09	
e. OBJECTIVE		
The objective of the project is the support of the remuneration and motivation system for personnel in public structures with attributions in the management of structural instruments - Convergence Objective.		Financing request no. 1.1.119
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
<i>Direct Beneficiaries:</i>	Ministry of Economy, Commerce and Business Environment	Financing request no. 1.1.119
<i>Target group:</i>	The staff involved in Structural Funds management - Convergence Objective within the Ministry of Economy, Commerce and Business Environment	
g. PLANNED ACTIVITIES		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	42719
Partially ensuring the expenditures related to the remuneration of personnel involved in the management of structural instruments - Convergence Objective within the Ministry of Economy, Commerce and Business Environment Ensuring the management of the project	Financing Request no. 1.1.119
h. IMPLEMENTED ACTIVITIES	
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within the Ministry of Economy, Commerce and Business Environment	Progress Report no. 3/25.11.2013 / Interviews with Beneficiaries
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
N DG AM POS CCE - 66 allocated positions (64 filled, and 55 active) DG Energy - 51 allocated positions (50 filled, 47 active) DG SME, Cooperation and Business Environment - 56 allocated positions (50 filled, 47 active)	Financing Request no. 1.1.119
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
There are no problems mentioned in the last available Progress Report (no.3 /25.11.2013).	Progress Report no. 3/25.11.2013

NAME OF THE PROJECT		SMIS CODE														
SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS		42719														
k. FINANCIAL PROGRESS (RON)																
<table border="1"> <caption>Financial Progress Data (Millions RON)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions RON)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>3.78</td> </tr> <tr> <td>Eligible expenses approved</td> <td>3.78</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>3.20</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.58</td> </tr> </tbody> </table>				Category	Value (Millions RON)	Eligible expenses requested	3.78	Eligible expenses approved	3.78	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	3.20	Reimbursed or approved national contribution	0.58	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
Category	Value (Millions RON)															
Eligible expenses requested	3.78															
Eligible expenses approved	3.78															
Pre-financing paid	0															
Reimbursed EU contribution (ERDF payments)	3.20															
Reimbursed or approved national contribution	0.58															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Estimated value based on												

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS				42719
Total work time (of the staff involved in the coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)	5,437	5,347	100%	financial progress (last data available - Progress Report 3/25.11.2013, with progress rate at 36.56%)
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
No information available				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
<p>Since the funds were used to standardize salaries for people involved in structural instruments since 2014 (when specific ordinances for the standardization of salaries at the level of the whole system were given), the potentially positive effects have just started to set in now and it is therefore too early to give concluding remarks on the impact of the project.</p> <p>Expected Effects</p> <p>Even though salary increases definitely helped increase the motivation of personnel employed in the institutions involved in the management of structural instruments, for some ministries the salaries still remained low despite the 75% benefit so personnel lack of motivation and resulting fluctuations continued.</p>				<p>Interview with the Beneficiary, 03.11.2015</p>

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	42719
<p>Unexpected Effects</p> <p>An unexpected positive effect has been in terms of teambuilding within the Ministry, since the project team included people from diverse departments (ranging from financial management to HR). Consequently, the project helped in improving relations among departments and also in increasing the performance of support structures. This effect on support structures is particularly relevant, since the difficulty of support structures to work effectively has represented a major bottleneck in the implementation of projects in the past.</p>	
3. SUSTAINABILITY OF THE PROJECT	
j. SUSTAINABILITY OF THE RESULTS	
<p>LOW</p> <p>The effects of the project are not sustainable in the long term. If the reimbursement of salaries from structural instruments stopped, it's hard to say whether the state could sustain this wage level from the state budget, so the outcomes are unpredictable: this could lead to salary or personnel reductions or a switch to contractual staff and other modifications in the structures of public institutions, and most probably to less specialized and motivated staff, thus nullifying the effects of the projects.</p>	Interview with the Beneficiary, 03.11.2015
k. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>HIGH</p> <p>The replicability of the project depends on two main factors: a continuing need for staff within the Ministry of Economy, Commerce and Business Environment with attributions in the area of structural instruments to be</p>	Interview with the Beneficiary, 03.11.2015

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	42719
<p>properly remunerated, and an existing source of financing for the new programming period. As long as both of these conditions occur, the projects will most certainly be replicated in the future.</p> <p>Since the positive effects of the project would not be sustainable if the financing stopped, there is a definite need for similar projects financing salaries in order to reduce staff fluctuations and improve the motivation of personnel in the new programming period.</p>	
I. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
For the next programming period, the Ministry of Economy, Commerce and Tourism is eligible for projects financing salaries for staff involved in the management of Structural Instruments through the OPTA 2014-2020.	Interview with the Beneficiary, 03.11.2015
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
A success factor in the implementation of the project was represented by the performance of the project team and the effectiveness of support structures in carrying out their tasks relevant to the implementation	Interview with the Beneficiary, 03.11.2015
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
Lack of guides and implementation instructions	Interview with the

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i></p>	<p>42719</p>
<p>At the beginning of the project, problems were generated by the fact that there were no guides or specific instructions to help the project team in the implementation of the project.</p> <p>Poor logistic support</p> <p>Other problems were stemmed by the poor procurement of logistic support, which imposed problems in implementation for the project team which had to perform its tasks without consumables and stationery.</p> <p>Difficulty in obtaining supporting documents</p> <p>Other important issues also occurred because of the difficulty of obtaining supporting documents. Because of this issue, the first financing request was done for remunerations done two years prior to the initiation of the project.</p> <p>Problems in the financing of support structures</p> <p>Another problem was stemmed by the unfair treatment of support structures at the beginning of the project. At first personnel working in support structures did not enjoy an increase in salary even though they participated in the implementation of the project. After a series of reports were drafted, salaries were also increased for personnel in support structures participating in the project depending on the number of hours worked. However, the salary increase did not compensate the hard work performed for the project, which in turn led to the situation that personnel in support structures refused to participate in the project because the pay was not proportionate.</p> <p>External and contextual factors</p> <p>Other problems occurred because of contextual and external factors. One example is represented by the dissolution of the SME Intermediary Body, which led to the halt in remunerations for personnel working</p>	<p>Beneficiary, 03.11.2015</p>

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	42719
<p>within the structure for almost a year. After some changes in regulation emerged, people working within the SME Intermediary Body were made eligible to receive the salary increases and were entitled to be remunerated for the whole year, which led to difficulties for the project team in managing the large package of justifying documents. Furthermore, since the project team did not have conventions with all the banks where these employees owned a debit card, the project team had to make individual payment orders and the resulting documentation overwhelmed the project team.</p>	
5. CONCLUSIONS	
<p>The Beneficiary of the project "Support for partial financing of staff expenditure incurred by the Ministry of Economy, Commerce and Business Environment, between 2012-2015, for staff involved in the management of structural instruments" was the Ministry of Economy, Commerce and Tourism whose aim was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments.</p> <p>Project relevance</p> <p>The project is included in the sample, registering an ERDF contribution of 2.83% from the total value of project group 3 and 2.27% out of the total value of the 95 analyzed projects. The project is considered relevant due to the importance of this institution in the current context of managing SI.</p> <p>As mentioned in the justification of this project type, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level of the staff before the supplementary remuneration was legislated and the salary costs were reimbursed.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p>	

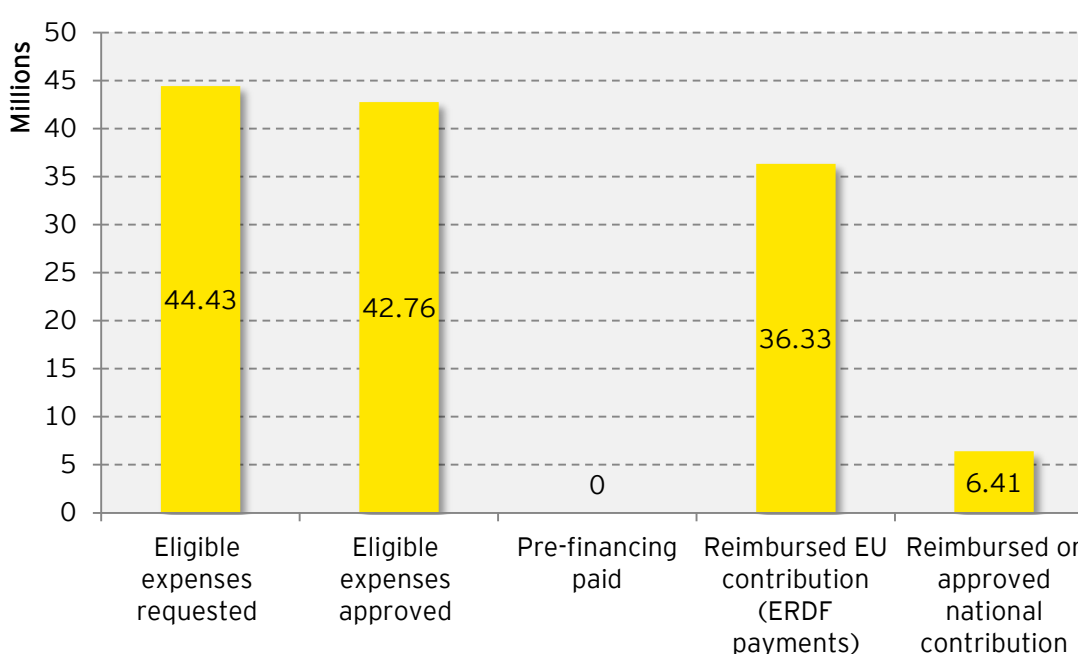
NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	42719
<p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objective is consistent with the expected result on the short term, i.e. reducing staff turnover, that leads to the final objective of KAI 1.1, as the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objectives are consistent with the expected impact on the short term, i.e. reducing staff turnover, that leads to the final objective KAI 1.1, as the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p>For the long run the project has contributed to an efficient and effective programming, monitoring, financial management, verification and control, as partial reimbursement of salary of staff involved in all these processes was performed and this activities facilitated stability of staff, an essential precondition for further capacity optimization.</p> <p><i>Sustainability of impacts</i></p> <p>If the activities under this project type continue to be funded through SIs in the next programming period, impacts can be sustained on a long term (3 to 5 years). In the case of ceasing the partial financing of the staff expenses through SIs, there is a risk that the pressure placed on the state budget by these expenditures in a less favorable economic context might lead to capping of salaries and number of staff, which, in turn, might determine a higher staff fluctuation and limitation of KAI 1.1's impact sustainability.</p> <p><i>Lessons learned</i></p> <p>Remuneration, along with proper training, is an important part in maintaining highly qualified and motivated staff, because despite external and contextual factors (such as institutional reorganization and political changes), employees will remain in the system as long as they are</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING OF STAFF EXPENDITURE INCURRED BY THE MINISTRY OF ECONOMY, COMMERCE AND BUSINESS ENVIRONMENT, BETWEEN 2012-2015, FOR STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	42719
<p>satisfied with salaries and the level of personal development.</p> <p>Recommendations</p> <p>In order to have a more efficient and effective implementation process in the new programming period, instructions should be clear from the very start of the project, and people involved in the project team should be trained well or have prior experience in managing such projects.</p> <p>Furthermore, a common electronic database and an integrated system which would allow the quick search and exchange of documents should be developed in order to have a smoother implementation and a more efficient communication between all stakeholders.</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015	48821
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>The Beneficiary of the project is the Ministry of Regional Development and Public Administration. MRDPA carries out, as appropriate, together with the line ministries, the government policy in areas such as: regional development, cohesion and spatial development, cross-border, transnational and interregional cooperation, monitoring and control of the use of non-reimbursable financial assistance provided to Romania by the European Union programmes in its areas of activity etc.</p> <p>MDRPA acted as Managing Authority (MA) and as Paying Unit for the Regional Operational Programme (ROP) 2007-2013.</p>	<p>Financing Request no.1.1.147/11.09.2013 / Financing Decision CTRF. 1.1.147/ 14.10.2013</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>29 months (from 01.02.2013 to 30.06.2015)</p>	<p>Financing Decision CTRF. 1.1.147/ 14.10.2013</p>
c. PROJECT STATUS	
In Implementation	

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015		48821
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	48,671,182	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	47,836.182	
<i>ERDF contribution</i>	40,660,754.7	
e. OBJECTIVE		
According to the Financing Request, the objective of the project was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments - Convergence Objective		Financing Request no.1.1.147/11.09.2013
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
<i>Direct Beneficiaries:</i>	Ministry of Regional Development and Public Administration	Financing Request no. 1.1.147/ 11.09.2013
<i>Target group:</i>	The employees involved in the management of Structural Funds- Convergence Objective within the Ministry of Regional Development and Public Administration that were part of ROP Managing Authority	
g. PLANNED ACTIVITIES		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015</i>	48821
<ul style="list-style-type: none"> ▶ Partially ensuring the expenses with the staff's remuneration involved in managing structural instruments - Convergence Objective from the Ministry of Regional Development and Public Administration ▶ Ensuring project management 	Financing Request no. 1.1.147/ 11.09.2013
h. IMPLEMENTED ACTIVITIES	
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective from the Ministry of Regional Development and Public Administration and ensured project management.	Progress Report no. 7/ 29.05.2015
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
During implementation phase, the number of employees who benefited from the project ranged between 137 and 210.	Progress Report no. 7/ 29.05.2015
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
No problems in implementation were outlined in the last available Progress Report	Progress Report no. 7/ 29.05.2015
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT				SMIS CODE												
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015				48821												
 <table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>44.43</td> </tr> <tr> <td>Eligible expenses approved</td> <td>42.76</td> </tr> <tr> <td>Pre-financing paid</td> <td>0</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>36.33</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>6.41</td> </tr> </tbody> </table>				Category	Value (Millions)	Eligible expenses requested	44.43	Eligible expenses approved	42.76	Pre-financing paid	0	Reimbursed EU contribution (ERDF payments)	36.33	Reimbursed or approved national contribution	6.41	<p>OPTA website, http://www.poa.ro, date accessed: 13.11.2015</p>
Category	Value (Millions)															
Eligible expenses requested	44.43															
Eligible expenses approved	42.76															
Pre-financing paid	0															
Reimbursed EU contribution (ERDF payments)	36.33															
Reimbursed or approved national contribution	6.41															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Progress Reports no. 7/ 29.05.2015												

NAME OF THE PROJECT				SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015</i>				48821
Total work time (of the staff involved in the coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)	6170	5937	96.22%	
Reimbursement requests sent	7	7	100%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
The team in charge with the project implementation was composed of 3 members.				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015	48821
<p>Expected Effects</p> <p>From the consultation of the representative of the beneficiary emerged that the project had as expected positive effect the staff stability. Although MDRPA was also subject to the reorganization process that occurred at the level of all central public institutions, the turnover was low.</p> <p>Unexpected Effects</p> <p>As unexpected negative effect it can be mentioned the appearance of tensions between the groups that benefited from the project and the representatives of other public institutions who might have felt aggrieved for not being able to benefit from trainings, study visits and other capacity strengthening activities due to lack of funding.</p>	Interview with the Beneficiary
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	
<p>Moderate</p> <p>According to the interview performed, although the project managed to attract and maintain qualified and motivated personnel within MRDPA, if funding stopped and the state budget couldn't maintain the higher salaries that employees managing structural instruments benefit from, the results couldn't be sustained on the long run.</p>	Interview with the Beneficiary
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015</i>	48821
<p>High</p> <p>During the interview it was emphasized on the need to implement a similar project in order to maintain staff stability and to increase the effectiveness in the management of Structural Instruments.</p>	Interview with the Beneficiary
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
<p>The financing sources used to ensure the project continuity in the programming period 2007-2013 was OPTA. In the programming period 2014-2020 salary costs for staff involved in the implementation of SIs in the Ministry of Regional Development and Public Administration will be ensured under the Technical Assistance (TA) Axis of the ROP 2014-2020. In this context a medium risk to sustainability is envisaged, as resources might not be sufficient for the entire programming period (i.e. or up to 2020 including) and/or resources for other activities to be financed under TA for ROP are diminished.</p>	Interview with the Beneficiary
4. IMPLEMENTATION MECHANISMS	
e. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
<p>Good communication among Beneficiary - Managing Authority</p> <p>There was a good cooperation with the Ministry of European Funds representatives, who were flexible and always open to consultation.</p>	Interview with the Beneficiary
f. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015</i></p>	<p>48821</p>
<p>Amendment of the procedure during implementation phase</p> <p>The reimbursement of expenses occurred retroactively due to the continuous amendment of the procedure in terms of: eligible expenses, reimbursement criteria, Time Sheet fill in criteria. The implementation period had never begun on time i.e. 3 months after the submission of the financing request and the signing of the financing contract. Until signing the first financing request, there were months when salaried had to be paid.</p> <p>Moreover, the European Commission intervened wanting to put on hold the reimbursement process due to the introduction of new criteria or by agreeing upon other aspects than initially stipulated and these changes impacted the eligibility of staff and/or of expenses.</p> <p>Obligation to submit daily Time Reports</p> <p>The most difficult time period was when expenses were reimbursed based on the submission of daily Time Reports that staff had to fill in. There were people with roles in common attribution structures i.e. OPAC, ROP and they had to justify their daily activity. It was a challenge for the project team to compute salaries and corresponding social contributions on the one hand and to tackle staff's resistance on the other hand, who was considering it an additional burden.</p> <p>Change of name</p> <p>If the name of the position or of the directorate changed or the directorate merged with other directorate/s, the whole authorization process had to be resumed and new Job Description, Internal Regulations had to be drawn up.</p>	<p>Interview with the Beneficiary</p>
<p>5. CONCLUSIONS</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015</i></p>	<p>48821</p>
<p>The Beneficiary of the project "Support for partial financing the salary expenditures made by the Ministry of Regional Development and Public Administration for the staff involved in the management of SIS for the period March 2013-December 2015" was the National Ministry of Regional Development and Public Administration (MRDPA) whose aim was to support the was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments.</p> <p>Project relevance</p> <p>The project is considered among the most relevant ones and included in the sample not only because the ERDF contribution of the project represents 10.81% from the total value of project group 3 and 8.68% out of the total value of the 95 analyzed projects, but also due to the importance of this type of institution in the current context of managing SI.</p> <p>As it is mentioned in the justification of implementing this type of project, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level of the staff.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p> <p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objectives are consistent with the expected impact on the short term, i.e. reducing staff turnover, that leads to the final objective KAI 1.1., as the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p>Coherence of impacts with respect to expected impacts of KAI 1.1</p> <p>The project contributed to the short-term impact of KAI 1.1, expected from projects under which salary costs are reimbursed, i.e. reducing staff turnover (see Figure 6: Reconstructed logic of intervention). This contribution adds to a series of positive effects on staff fluctuation produced by the following elements: (1) institutional stability (i.e. internal stability for the structures managing and implementing SIs), (2)</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015</i></p>	<p>48821</p>
<p>internal management capacity, at both high and middle level, (3) qualitative technical capacity building activities targeting different functions under the Mas, financed under the Technical Assistance Priority Axis and (4) high salaries in themselves, possible in a context in which the remuneration system in public administration hasn't been unified, yet.</p> <p>As regards expected medium term effects, overlap between OPTA 2007-2013 and Technical Assistance Priority Axis of ROP and OPAC were avoided as salary costs were covered only under the former.</p> <p>For the long run the project has contributed to an efficient and effective programming, monitoring, financial management, verification and control, as the partial reimbursement of salary of staff involved in all these processes was performed and this activities facilitated stability of staff, an essential precondition for further capacity optimization.</p> <p><i>Sustainability of impacts</i></p> <p>If the activities under this project type continue to be funded through SIs in the next programming period, impacts can be sustained on a long term (3 to 5 years). In the case of ceasing the partial financing of the staff expenses through SIs, there is a risk that the pressure placed on the state budget by these expenditures in a less favorable economic context might lead to capping of salaries and number of staff, which, in turn, might determine a higher staff fluctuation and limitation of KAI 1.1's impact sustainability.</p> <p><i>Lessons learned</i></p> <p>The previous programming period emphasized on the need of clearly defining methodological and procedural arrangements at the beginning of the project in order to avoid confusion and follow a coherent and unitary approach.</p> <p><i>Recommendations</i></p> <p>From the point of view of the procedure, simplification would have brought higher efficiency and would have saved costs. A Simplified Cost Option could be an alternative to consider.</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES MADE BY THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SIS FOR THE PERIOD MARCH 2013-DECEMBER 2015</i>	48821
<p>From the point of view of documents required for reimbursement the supporting documents should be: Job Descriptions and Appointment Decisions since although the name of the position changed, the attributions and the global costs stayed the same.</p> <p>From the point of view of the position or of directorate name change, the certification process should not be resumed each and every time since the functions stayed the same i.e. programming, implementation, monitoring, evaluation etc.</p>	

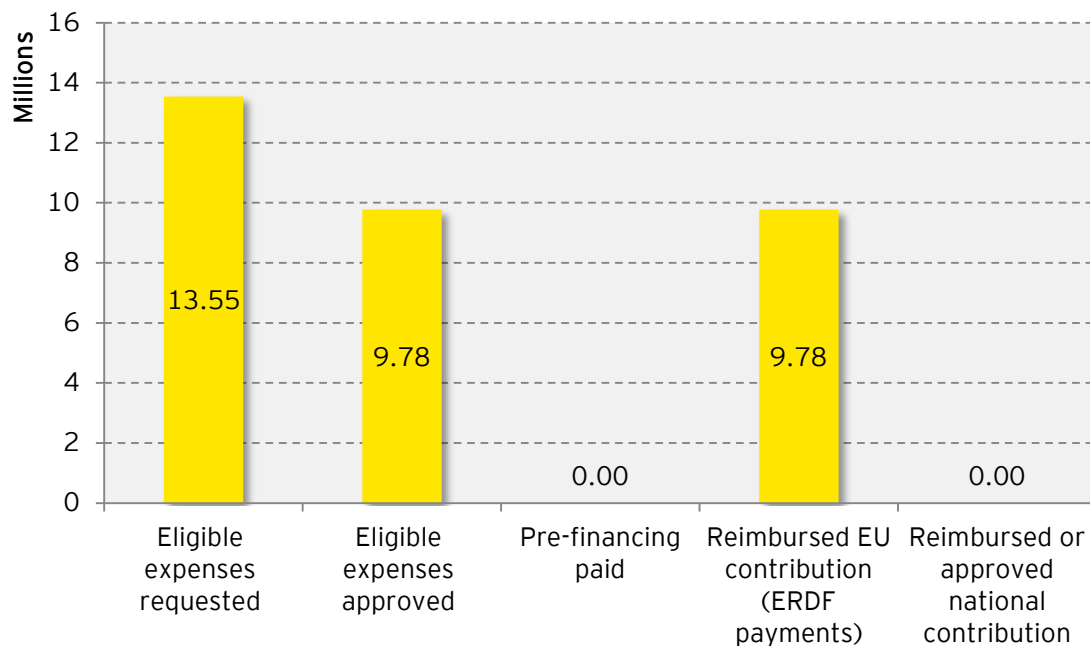
NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS	20162
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Romanian Court of Auditors - Audit Authority</p> <p>The Audit Authority fulfils certain obligations in the field of external audit, which Romania has in its capacity as a European Union member state; these cover the non-reimbursable pre-accession funds granted to Romania by the European Union, through PHARE, ISPA and SAPARD programs, for the structural and cohesion funds, for the European Agricultural Guarantee Fund, for the Fishery European Fund, as well as for the funds to be granted in the post-accession period.</p> <p>Website: www.curteadeconturi.ro</p>	<p>Financing Request no. 1.1.047</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>32,5 months (from 14.04.2009 to 31.12.2011)</p>	<p>Financing Request no. 1.1.047</p>
c. PROJECT STATUS	
Finalised	

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS		20162
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	9,776,972.00	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	9,776,972.00	
<i>ERDF contribution</i>	9,776,972.00	
e. OBJECTIVE		
The objective of the project is the support of the remuneration and motivation system for staff in public structures with prerogatives in structural instruments.		Financing request no. 1.1.047
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
<i>Direct Beneficiaries:</i>	Audit Authority - Romanian Court of Auditors	Financing request no. 1.1.047
<i>Target group:</i>	The staff involved in Structural Funds coordination, management and control - Convergence Objective within the Audit Authority (107 filled positions)	
g. PLANNED ACTIVITIES		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS</i>	20162
Partially ensuring the resources needed for the application of Law no. 490/2004 regarding the financial incentives for the staff managing European funds, with all the addendums and additions for the staff involved in Structural Funds coordination, management and control - Convergence Objective within the Audit Authority - Romanian Court of Auditors.	Financing request no. <i>1.1.047</i>
h. IMPLEMENTED ACTIVITIES	
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within the Audit Authority. At the moment the Financing Request was submitted, the number of positions with attributions in the area of Structural Instruments at central and regional level within the Audit Authority was: 107 occupied positions, 10 vacant positions.	Progress Report no. <i>4/05.05.2012</i>
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
The number of employees that benefited from the project is 107.	Financing request no. <i>1.1.047</i>
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS	20162
There were no problems mentioned in the last available Progress Report (no. 4/05.05.2012)	Progress Report no. 4/05.05.2012

k. FINANCIAL PROGRESS (RON)



OPTA website, <http://www.poaat.ro>, date accessed: 13.11.2015

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS				20162
I. PHYSICAL PROGRESS (RON)				
Indicator	Target value	Achieved	Progress %	
Total work time (of the staff involved in the coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)	3,282.5	2,494	75.98%	Progress Report no. 4/05.05.2012
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
The project team is consisted of staff within the Romanian Court of Auditors.				
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
Expected Effects The project contributed to a series of positive effects, mainly related to the attraction of qualified and motivated people , as well as to the reduction of potential staff fluctuations . Due to the more risky and depriving nature of tasks within the Audit Authority (employees having to deal with a series of hardships such as on-the-ground engagements in regionally secluded places), the extra remuneration is a major factor in motivating people to pursue these jobs instead of choosing more comfortable jobs in the field, and in maintaining staff which would otherwise leave the institution after a very short time. As presented in the				Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS</i></p>	<p>20162</p>
<p>interview with the beneficiary, statistics indicate a 0.3% mobility of personnel, with only about three people leaving the Audit Authority for the European Commission, and coming back after going through the thorough recruitment process again.</p> <p>Unexpected Effects</p> <p>Apart from contributing to the maintenance of qualified and motivated staff, the project has also contributed to the enlargement of the institution and the hiring of new employees. As such, since extra funds enabled the Audit Authority to hire more people without bringing a further burden on the state budget.</p> <p>As resulted from the interview, the capacity of employees working within the Audit Authority to carry out their control and audit tasks on structural instruments has more than doubled over the past few years. This gross effect is due to the stringent recruitment process within the Audit Authority (which demands 5 years of previous work experience and prior education in economics, thereby recruiting experienced professionals; and which passes candidates through a set of highly competitive written and verbal tests). Furthermore, the proper professional training programs carried out at home by the Audit Authority and abroad by homologous institutions that ensue after recruitment is also a key factor that should be mentioned.</p>	
<p>3. SUSTAINABILITY OF THE PROJECT</p>	
<p>a. SUSTAINABILITY OF THE RESULTS</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS</i>	20162
<p>Moderate</p> <p>Even though the project managed to produce positive effects in the short and medium term (by bringing and maintaining qualified and motivated personnel within the Audit Authority), if funding stopped and current salary levels couldn't be maintained from the state budget, these positive effects probably couldn't be sustained in the long term.</p>	Interview with the Beneficiary
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>Moderate</p> <p>The replicability of the project depends on two main factors: a continuing need for staff within the Audit Authority with attributions in the area of structural instruments to be properly remunerated, and an existing source of financing for the new programming period. As long as both of these conditions occur, the projects will most certainly be replicated in the future.</p> <p>Since it is highly improbable that the state budget could sustain the higher salary levels for staff involved in the management of structural instruments, and as the demand for qualified staff within the Audit Authority will be ever increasing as wider and more complex Operational Programmes will continue in the next programming period, the need for such projects financing salaries still exists.</p>	Interview with the Beneficiary
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
For the next programming period the Audit Authority is eligible for projects financing salaries for staff involved in the management of Structural Instruments through the OPTA 2014-2020, and consequently documents are	Interview with the

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS</i>	20162
currently being developed. However, since the OPTA is smaller in terms of funding capacity, even if it is eligible as a beneficiary until 2023 at the end of the next programming period, the Audit Authority was imposed to forward such projects only until 2020.	Beneficiary
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
The success factor has been the stability of the project team in particular, and the overall stability of personnel within the Audit Authority in general.	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Lack of experienced staff in the reimbursement process</p> <p>One area generating problems during the project implementation concerns the reimbursement process. As resulted from the interview with the beneficiary, at least part of the unabsorbed funds are due to the lack of experience of staff working in the reimbursement phase of the project, and their mismanagement of reimbursement documents and procedures. This problem occurred mainly because of the fact that the Managing Authority is still a new and unexperienced structure, even though it has made considerable progress during the last years.</p>	Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS	20162
<p>Complicated systems and complex bureaucracy</p> <p>Problems in implementation also occurred because of the overall bureaucratic intricacies imposed by the European Union, and the complicated systems and documentation required.</p> <p>External and contextual factors</p> <p>External factors, such as legislative changes, have also generated problems in implementation through the discontinuity they produced</p>	
5. CONCLUSIONS	
<p>The Beneficiary of the project "Support for partially financing the salary expenditures incurred by the Court of Auditors for the staff of the Audit Authority involved in the control of SI for the period 2010-2015 period" was the Court of Auditors - Audit Authority.</p> <p>Project relevance</p> <p>The project is considered among the relevant ones and included in the sample not only because the ERDF contribution of the project represents 2.60% from the total value of project group 3 and 2.09% out of the total value of the 95 analysed projects, but also due to the importance of this type of institution in the current context of managing SI.</p> <p>As it is mentioned in the justification of implementing this type of project, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level for the staff that ensured a common approach in the area of control.</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS</i>	20162
<p><i>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</i></p> <p>The objective of the project - to increase the staff's motivation and to support the remuneration system is partially consistent with the expected short-term results within the reconstructed LOI for KAI 1.1. (see Figure 6: Reconstructed logic of intervention). Precisely, the project is aligned to the expected result within the LOI related to the reduction of staff turnover. Though, the expected effect of the project related to an increase of productivity of the staff responsible for implementing Structural Instruments that emerged as a result of the motivation increase can be considered to contribute to the medium and long term expected impacts of KAI 1.1., respectively: an effective and efficient process of programming, monitoring, financial management, control and internal audit of the Structural Instruments. Moreover, the planned activities are in line with the indicative activities included within OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>As the project directly contributed by ensuring the staff remuneration to the reduction of staff turnover and to the increase of the target group's motivation, it can be stated that the impacts of the project are coherent to some of the short term impacts of KAI 1.1. Moreover, taking into consideration that the overall performance of support structures (financial management, HR, procurement, project implementation and legal) increased, the coherence of the project impacts to the medium and long term impact that refers to an efficient and effective process of programming, monitoring, financial management, control and internal audit of the Structural Instruments is ensured.</p> <p><i>Sustainability of impacts</i></p> <p>Taking into consideration that this type of projects are supported under SI also in 2014-2020 programming period, the sustainability of the impacts can be maintained on a long term if new projects addressing the same needs are implemented. It is important to at least maintain the personnel's motivation in order to have a reduced staff turnover and a high interest of the staff to investing into their professional development. Furthermore there still exists the need for a similar project: one that has a national coverage and addresses multiple sectors,</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING OF STAFF EXPENDITURES INCURRED BY THE ROMANIAN COURT OF AUDITORS FOR THE AUDIT AUTHORITY STAFF INVOLVED IN THE CONTROL OF STRUCTURAL INSTRUMENTS</i></p>	<p>20162</p>
<p>namely programming, monitoring, financial management, control and internal audit.</p> <p>Lessons learned</p> <p>The remuneration system is a very important aspect in building institutional capacity, both in terms of attracting better qualified staff and in terms of maintaining their motivation high enough so as to carry out their tasks properly.</p> <p>Recommendations</p> <p>In terms of having a smooth implementation it is recommended to have an adequate and professionally prepared number of personnel involved in the project team before the start of the implementation period. As the success of the project is influenced by the changes that appear during the execution period and the communication between the coordinating bodies of SI and the beneficiaries, it is recommended the facilitation of the discussions among all the parties involved in the implementation and control of the projects on topics related to the methodology used.</p>	

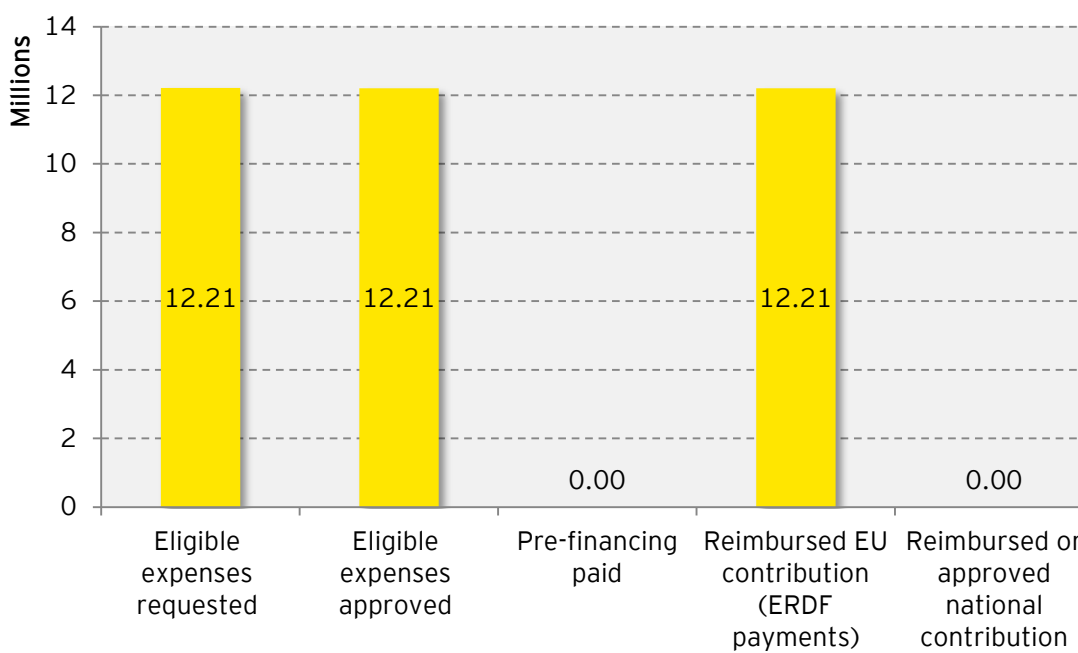
NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS	21035
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Ministry of Environment and Forests¹⁶</p> <p>The Ministry of Environment and Forests is responsible for the national environmental, waters and forests management policy, acting as a state authority with the role of synthesis, coordination and control in these areas, directly or through specialized technical bodies, public authorities or institutions subordinated, or under coordination of the ministry.</p> <p>Within the Ministry of Environment, Waters and Forests functions the General Directorate MA SOP Environment - the Managing Authority for the Sectorial Operational Programme Environment - and the 8 Intermediary Bodies (IB) for SOP Environment organised as directorates at the level of the 8 development regions.</p> <p>Website: www.mmediu.ro</p>	<p>Financing Decision CTRF 1.1.053/ 25.06.2010</p>
b. DURATION OF THE CONTRACT (months)	

¹⁶ The current name of the Ministry of Environment and Forests is the Ministry of Environment, Waters and Forests.

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS		21035
32,5 months (from 14.04.2009 to 31.12.2011)		Financing Decision CTRF 1.1.053/ 25.06.2010
c. PROJECT STATUS		
Finalized		
d. VALUE OF THE PROJECT (RON)		
Total value of the project:	12,205,516.00	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
Eligible value of the project:	12,205,516.00	
ERDF contribution	12,205,516.00	
e. OBJECTIVE		
To support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments - Convergence Objective		Financing Request CF 1.1.053 / 18.05.2010
f. TARGETED GROUPS/DIRECT BENEFICIARIES		

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS		21035
Direct Beneficiaries:	Ministry of Environment and Forests	Financing Request CF 1.1.053 / 18.05.2010
Target group:	The staff involved in the management of Structural and Cohesion Funds - Convergence Objective within the Ministry of Environment and Forests (259 filled positions within the MA and the 8 IBs)	
g. PLANNED ACTIVITIES		
Partially ensuring the resources needed for the application of Law no. 490/2004 regarding the financial incentives for the staff managing European funds, with all the modifications and amendments for the staff involved in Structural Funds' coordination, management, and control - Convergence Objective within the Ministry of Environment and Forests		Financing Request CF 1.1.053 / 18.05.2010
h. IMPLEMENTED ACTIVITIES		
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within the Ministry of Environment and Forests.		Progress Report no.6/31.01.2012/ Interview with the Beneficiary
i. DELIVERABLES PRODUCED UNDER THE PROJECT		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	21035
The average number of employees who benefited from the project was 222.	Estimated value based on the financial progress (Progress Report no.6/31.01.2012)
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
There are no problems mentioned in the last available Progress Report (no.6/31.01.2012).	Progress Report no.6/31.01.2012
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT		SMIS CODE														
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS		21035														
 <table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>12.21</td> </tr> <tr> <td>Eligible expenses approved</td> <td>12.21</td> </tr> <tr> <td>Pre-financing paid</td> <td>0.00</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>12.21</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>0.00</td> </tr> </tbody> </table>		Category	Value (Millions)	Eligible expenses requested	12.21	Eligible expenses approved	12.21	Pre-financing paid	0.00	Reimbursed EU contribution (ERDF payments)	12.21	Reimbursed or approved national contribution	0.00	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015		
Category	Value (Millions)															
Eligible expenses requested	12.21															
Eligible expenses approved	12.21															
Pre-financing paid	0.00															
Reimbursed EU contribution (ERDF payments)	12.21															
Reimbursed or approved national contribution	0.00															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Estimated value based												

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS				21035
Total work time (of the staff involved in the coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)	7,507.50	7,507.50	100.00%	on the financial progress (Progress Report no.6/31.01.2012)
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
At the beginning of the project, two persons from the Technical Assistance Directorate within MA SOP Environment were involved in the implementation of the project. Due to the changes of the methodology and the necessity to retransmit the proofs of payment and reimbursement through the first two reimbursement requests, the contribution of Human Resources and Economic Directorates within the Ministry of Environment and Forests was needed. Subsequently, part of their personnel formed the project team.				Interview with the Beneficiary
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS	21035
<p>Expected Effects</p> <p>The project had positive effects on reducing the staff turnover as it can be noticed from the Progress Report no. 6/ 31.01.2012 (e.g. 225 persons in September, 222 - October, 219 - November, 222- December) and it was stated by the representative of the Beneficiary and on increasing the motivation and effectiveness in managing Structural Instruments. As a result of the increase in the motivation of the employees involved in the programming, monitoring, financial management and control of the Structural Instruments, the productivity soared when performing these activities within all divisions of SOP Environment.</p> <p>Unexpected Effects</p> <p>According to the consultation of the ministry's representative, the project had as unexpected positive effect an increased level of prevention regarding corruption and fraud. No financial irregularity associated to the staff responsible for managing Structural Instruments emerged during the project implementation, the additional remuneration they received being considered as financial (positive) incentive, supporting thus the employees' ethical behavior.</p>	<p>Interview with the Beneficiary</p> <p>Progress Report no.6/31.01.2012</p>
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	
<p>Moderate</p> <p>The effects on medium and long term are sustainable if the personnel's motivation is maintained, especially through financial incentives and their professional development continues to be ensured, thus leading to stability in the system.</p>	<p>Interview with the Beneficiary</p>

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	21035
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>Moderate</p> <p>The project has a moderate level of replicability due to fact that it was a project rather large covering both the more and less developed regions and the project team was dispersed at the level of the ministry, respectively containing staff from the MA SOP Environment and the Directorates of Human Resources and Economic within the ministry. Moreover it was emphasized the desire of the MA to implement such projects and the existence of human resources capable to implement similar projects.</p> <p>During the interview it was emphasized on the need to implement a similar project in order to reduce the personnel's fluctuation, to increase the effectiveness in the management of Structural Instruments and to prevent corruption.</p>	Interview with the Beneficiary
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
As possible sources of financing it were identified OPTA 2014-2020.	Interview with the Beneficiary
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	21035
<p>Communication within the project team</p> <p>The effective communication between the departments involved in the project management was the most important success factor mentioned during the consultation.</p>	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
According to the information provided by the representative of the Beneficiary during the interview no problem was encountered during the project implementation.	Interview with the Beneficiary
5. CONCLUSIONS	
<p>The Beneficiary of the project "Support for partially financing the staff expenses incurred by the Ministry of Environment and Forests for the staff involved in the management of SI" was the Ministry of Environment and Forests responsible for the management of the SI dedicated to the environment sector through the MA SOP Environment and the 8 IBs.</p> <p>Project relevance</p> <p>The project is considered among the relevant ones and included in the sample not only because the ERDF contribution of the project represents 3.25% from the total value of project group 3 and 2.61% out of the total value of the 95 analyzed projects, but also due to the importance of this type of institution in the current context of managing SI.</p> <p>As it is mentioned in the justification of implementing this type of project, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level for the staff that ensured a common approach in the environmental area.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS</i>	21035
<p>Considering that the main focus of the project was increasing the staff's motivation and supporting the remuneration system, it can be stated that the project's objective is partially consistent with the expected short-term results of the reconstructed LOI of the KAI 1.1., precisely, with the one related to the reduction of staff turnover (that leads to the final objective of KAI 1.1.). However, a consistency can be attributed to the expected result on the short-term related to the increase of the productivity and knowledge of staff in the practicalities of implementing the Structural Instruments as a result of the increased motivation. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>As the occupancy rate was maintained during project implementation, it is clear that the project had a significant impact on the reduced staff turnover and on the motivation of the target group, whose effectiveness and efficiency soared when performing activities related to programming, monitoring, financial management and control of the Structural Instruments. Therefore, the impacts of the project contribute to effective and efficient processes of programming, monitoring, financial management and control, being coherent with the expected short, medium and long term impacts within the reconstruction of LOI - KAI 1.1.</p> <p>The impacts can be visible at national scale, as the target group is comprised of staff working in all the development regions, as knowledge was disseminated by the MA to IBs and by the personnel within the structures that benefitted from the project to those who were not part of the target group. Furthermore, the project contributed to the prevention of corruption and fraud, as the financial incentive received by the target group supported the employees' ethical behavior (unexpected positive impacts).</p> <p><i>Sustainability of impacts</i></p> <p>Taking into consideration that this type of projects are supported under SI also in 2014-2020 programming period, the sustainability of the impacts can be maintained on a long term. It is also important to at least maintain the personnel's motivation in order to have a reduced staff turnover and a high interest of the staff to investing into their professional development. This aspect was underlined also in the project that followed this one which financed the remuneration of the same target group for the period 2012-2015 (project with SMIS 41446). Furthermore there still exists the need for a similar project: one that has a national coverage and addresses multiple sectors,</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS	21035
<p>namely programming, monitoring, financial management, control and internal audit.</p> <p>Lessons learned</p> <p>The previous programming period emphasized on the need of having an adequate project team, both in terms of size and experience in managing SI in order to avoid the high work overload of some staff and the appearance of mistakes. Furthermore changing the rules during the implementation period (i.e. the methodology) lead to confusion and an increase in the hours spent on modifying and complying with the new requirements.</p> <p>Recommendations</p> <p>In order to enhance the effectiveness and efficiency of the project it is recommended to have an adequate and professionally prepared number of personnel involved in the project team before the start of the implementation period. As the success of the project is influenced by the changes that appear during the execution period and the communication between the coordinating bodies of SI and the beneficiaries, it is recommended to involve more the Human Resources and Financial departments in the project's implementation.</p>	

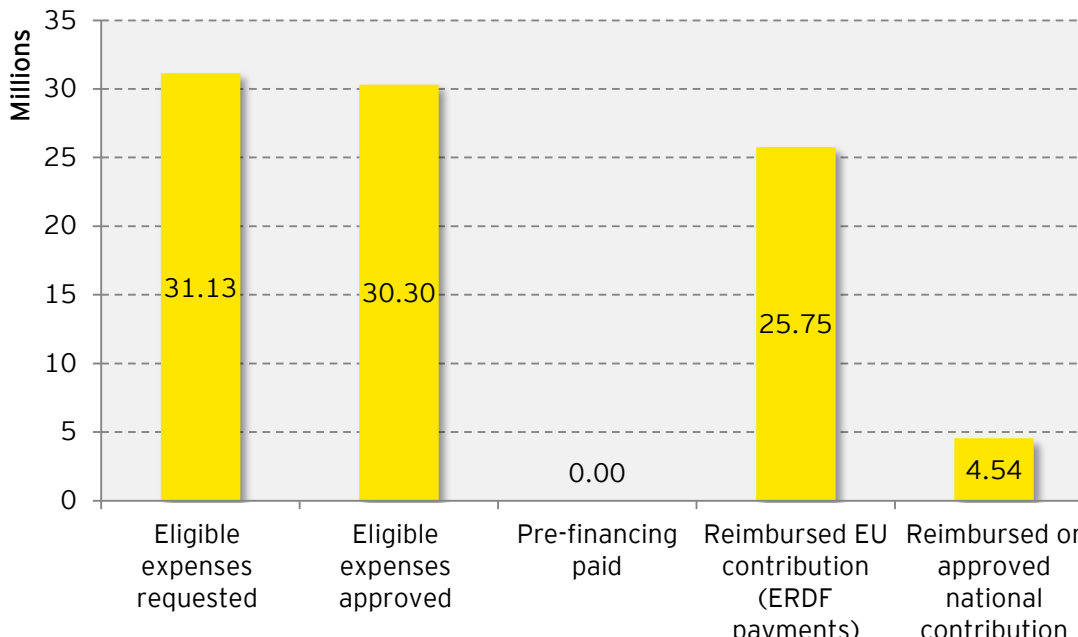
NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.	41446
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Ministry of Environment and Forests¹⁷</p> <p>The Ministry of Environment and Forests realises the national policy in the areas of environment, water and forest management, acting as a state authority with the role of synthesis, coordination and control in these areas, directly or through specialized technical bodies, public authorities or institutions subordinated, or under coordination of the ministry.</p> <p>Within the Ministry of Environment and Forests functions the General Directorate MA SOP Environment - Managing Authority for the Sectorial Operational Programme Environment, and the 8 Intermediary Bodies for SOP Environment organised as directorates at the level of the 8 development regions.</p> <p>Website: http://www.mmediu.ro/</p>	<p>Financing Decision, <i>CTRF</i> <i>1.1.105/15.06.2012</i></p>
b. DURATION OF THE CONTRACT (<i>months</i>)	

¹⁷ The current name of the Ministry of Environment and Forests is the Ministry of Environment, Waters and Forests.

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.		41446
38 months (from 01.12.2011 to 31.01.2015)		Financing Decision, CTRF 1.1.105/15.06.2012; Addendum no. 4 / 12.03.2015
c. PROJECT STATUS		
Finalized		
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	32,098,532.20	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	32,098,532,20	
<i>ERDF contribution</i>	27,283,752.37	
e. OBJECTIVE		

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.		41446
To support the remuneration system and motivation for the employees from the Ministry of Environment (Managing Authority and 8 Intermediate Bodies SOP Environment) responsible for the management of Structural Instruments - Convergence Objective.		Financing Request CF 1.1.105 / 05.04.2012
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
Direct Beneficiaries:	Ministry of Environment and Forests	Financing request CF 1.1.105 / 05.04.2012
Target group:	The staff involved in the management of Structural Instruments - Convergence Objective within the Ministry of Environment and Forests. The project proposal was written for 270 employees, respectively 112 from the MA SOP Environment and 158 employees from the 8 IBs.	
g. PLANNED ACTIVITIES		
<ul style="list-style-type: none"> ▶ Ensuring the partial expenses with salaries for the employees involved in the management of Structural Instruments- Convergence Objective within the Ministry of Environment and Forests. 		Financing Decision CTRF 1.1.105/ 15.06.2012
h. IMPLEMENTED ACTIVITIES		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.</i>	41446
Partially ensured the expenses with salaries for the staff involved in the management of Structural Instruments- Convergence Objective within the Ministry of Environment and Forests.	Progress Report no. 9/30.01.2015/ Interview with the Beneficiary
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
The number of employees who benefited from the project was 261.	Progress Report no. 9/30.01.2015
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
There are no problems mentioned in the last available Progress Report (no. 9/30.01.2015).	Progress Report no. 9/30.01.2015
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT		SMIS CODE														
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.		41446														
 <table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>31.13</td> </tr> <tr> <td>Eligible expenses approved</td> <td>30.30</td> </tr> <tr> <td>Pre-financing paid</td> <td>0.00</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>25.75</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>4.54</td> </tr> </tbody> </table>		Category	Value	Eligible expenses requested	31.13	Eligible expenses approved	30.30	Pre-financing paid	0.00	Reimbursed EU contribution (ERDF payments)	25.75	Reimbursed or approved national contribution	4.54	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015		
Category	Value															
Eligible expenses requested	31.13															
Eligible expenses approved	30.30															
Pre-financing paid	0.00															
Reimbursed EU contribution (ERDF payments)	25.75															
Reimbursed or approved national contribution	4.54															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Progress Report no.												

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.				41446
Total work time (of the staff involved in the coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)	9272	9264	99.91%	9/30.01.2015
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
At the beginning of the project, two persons from the Technical Assistance Directorate within MA SOP Environment were involved in the implementation of the project. Due to the changes of the methodology and the necessity to retransmit the proofs of payment and reimbursement through the first two reimbursement requests, the contribution of Human Resources and Economic Directorates within the Ministry of Environment and Forests was needed. Subsequently, part of their personnel formed the project team.				Interview with the Beneficiary
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.	41446
<p>Expected Effects</p> <p>It was revealed that the project had as expected positive effects maintaining the staff turnover at a minimum level, the occupancy rate being around 85% within the divisions managing Structural Instruments and increasing the motivation of the target group. As a result of the increase in the motivation of the employees involved in the programming, monitoring, financial management and control of the Structural Instruments, the productivity soared when performing these activities within all divisions of SOP Environment.</p> <p>Unexpected Effects</p> <p>No other unexpected effects were registered.</p>	Interview with the Beneficiary
3. SUSTAINABILITY OF THE PROJECT	
a. SUSTAINABILITY OF THE RESULTS	
<p>Moderate</p> <p>According to the interview performed, the effects of the project are sustainable on a long term as long as the personnel's motivation is maintained. The effects resulted from the creation of a group of highly qualified civil servants might be visible on a longer period of time in the context of the stability of the personnel or a reduced staff turnover and of maintaining the interest of staff to continue their professional training.</p>	Interview with the Beneficiary
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.	41446
<p>Moderate</p> <p>The project has a moderate level of replicability due to fact that it was a project rather large covering both the more and less developed regions, and the project team was dispersed at the level of the ministry, respectively containing staff from the MA SOP Environment and the Directorates of Human Resources and Economic. Moreover it was emphasized the desire of the MA to implement such projects and the existence of human resources capable to implement similar projects.</p> <p>During the interview it was revealed that there still exists the need for similar projects, the main argument being the integration the project ensures, the added value it provides and the coverage of multiple areas of activity: programming, monitoring, financial management, control, internal audit, thus ensuring a better training of the personnel and increased efficiency.</p>	Interview with the Beneficiary
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
As possible sources of financing there was identified OPTA 2014-2020.	Interview with the Beneficiary
4. IMPLEMENTATION MECHANISMS	
a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.	41446
<p>Project team</p> <p>The project team was considered the success factor due to their dedication to thoroughly implement such a project. Furthermore the project team was consisted of members that had a good knowledge of SI.</p>	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>Insufficient personnel</p> <p>One of the main problems encountered was the lack of personnel that focuses especially on the project. The human resources used during the implementation had additional attributions besides their regular daily work leading thus to work overload.</p> <p>Methodological changes appeared during the implementation</p> <p>According to the consultation with the interviewee during the project's implementation two methodologies were used. The first one was aligned with the Government Decision no. 611/2008 <i>on approving the norms regarding the organization and career development of civil servants with all modifications and subsequent amendments</i>, the Law 188/1999 on the status of the civil servants <i>with all modifications and subsequent amendments</i>, as well as with the criteria defined by the credit release authorities. At that time, 85% of the income corresponding to the hours actually worked by an employee was reimbursed. Subsequently, the methodology was changed and the reimbursed percentages differed from the initial one, respectively to 42.5%, 62,5% and 75% corresponding to successive wage categories that took into consideration the annual grades received by each employee involved in the management of Structural Instruments.</p>	Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.	41446
5. CONCLUSIONS	
<p>The Beneficiary of the project "Support for partial financing the salary expenditures incurred by the Ministry of Environment and Forests for the staff involved in the management of SI for the period 2012-2015" was the Ministry of Environment and Forests responsible for managing the SI dedicated to the environment sector through the MA SOP Environment and the 8 IBs.</p> <p>Project relevance</p> <p>The project is considered among the relevant ones and included in the sample not only because the ERDF contribution of the project represents 7.26% from the total value of project group 3 and 5.83% out of the total value of the 95 analysed projects, but also due to the importance of this type of institution in the current context of managing SI.</p> <p>As it is mentioned in the justification of implementing this type of project, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level for the staff that ensured a common approach in the area of environment.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p> <p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objective is partially consistent with the expected result on the short term, respectively reducing staff turnover that leads to the final objective of KAI 1.1 due to the fact that the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. However, a consistency can be attributed to the expected result on the short term related to the increase of the productivity and knowledge of staff in the practicalities of implementing the Structural Instruments as a result of the increased motivation. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p>Coherence of impacts with respect to expected impacts of KAI 1.1</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.	41446
<p>Even though it was identified in the reconstructed LOI as short term impact the reduced staff turnover, the project had a moderate to high impact on the latter, as the occupancy rate was maintained around 85% within the divisions managing Structural Instruments. Furthermore the project had a significant impact on the motivation of the target group, whose efficiency soared when performing activities related to programming, monitoring, financial management and control of the Structural Instruments. As the target group is comprised of staff working in all the development regions the impacts can be visible at national scale, as well through the exchange of experience from the MA to IBs and the personnel within these structures that benefitted from the project to those who were not part of the target group.</p> <p>As the occupancy rate was maintained during project implementation, it is clear that the project had a significant impact on the reduced staff turnover and on the motivation of the target group, whose effectiveness and efficiency soared when performing activities related to programming, monitoring, financial management and control of the Structural Instruments. Therefore, the impacts of the project contribute to effective and efficient processes of programming, monitoring, financial management and control, being coherent with the expected short, medium and long term impacts within the reconstruction of LOI - KAI 1.1.</p> <p>The impacts can be visible at national scale, as the target group is comprised of staff working in all the development regions, as knowledge was disseminated by the MA to IBs and by the personnel within the structures that benefitted from the project to those who were not part of the target group. Furthermore, the project contributed to the prevention of corruption and fraud, as the financial incentive received by the target group supported the employees' ethical behavior (unexpected positive impacts).</p> <p>Sustainability of impacts</p> <p>In the context of continuing supporting this type of projects through SI in the next programming period, the sustainability of the impacts can be maintained on a long term. It is also important to at least maintain the personnel's motivation in order to have a reduced staff turnover and a high interest in investing into the staff's professional development. Furthermore there still exists the need for a similar project which has a national coverage and envisages multiple sectors, namely programming, monitoring, financial management, control and internal audit.</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIAL FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF ENVIRONMENT AND FORESTS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF SI FOR THE PERIOD 2012-2015.	41446
<p>Lessons learned</p> <p>The previous programming period emphasized on the need of having an adequate project team, both in terms of size and experience in managing SI in order to avoid the high work overload of some staff and the appearance of mistakes. Furthermore changing the rules during the implementation period (i.e. the methodology) lead to confusion and an increase in the hours spent on modifying and complying with the new requirements.</p> <p>Recommendations</p> <p>In terms of having a smooth implementation it is recommended to have an adequate and professionally prepared number of personnel involved in the project team before the start of the implementation period. As the success of the project is influenced by the changes that appear during the execution period and the communication between the coordinating bodies of SI and the beneficiaries, it is recommended the facilitation of the discussions among all the parties involved in the implementation and control of the projects on topics related to the methodology used.</p>	

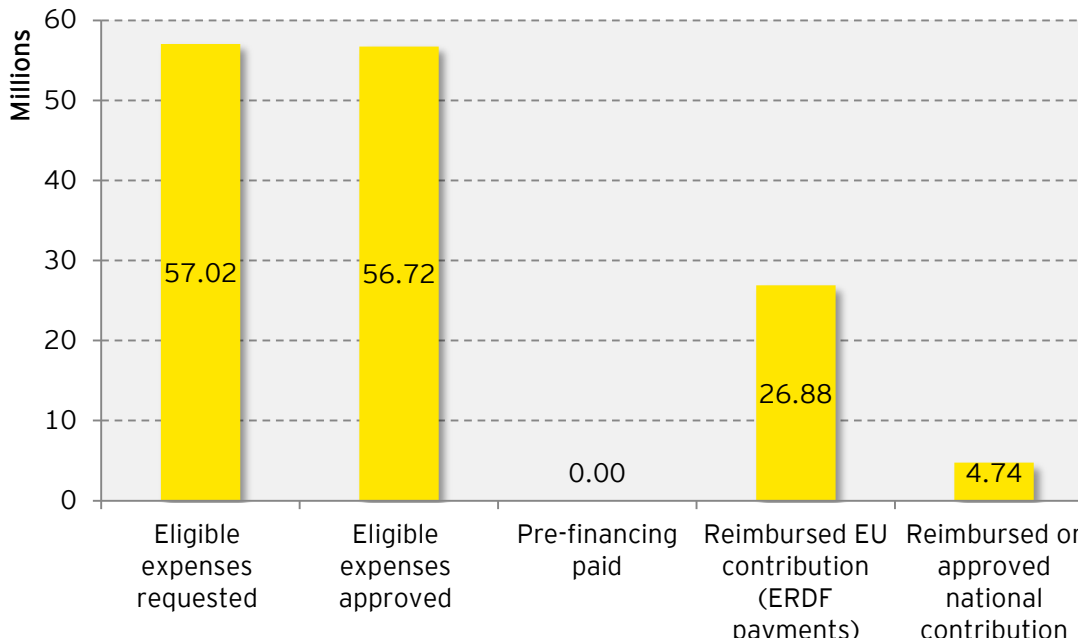
NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015	41479
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
Ministry of European Affairs ¹⁸ The Ministry of European Affairs is the main authority involved in the management of Structural Instruments. In fulfilling its role, it cooperates with the relevant institutions in order to ensure the smooth and rigorous management and control of Operational Programmes in Romania, it acts as a Managing Authority for the Operational Programme Technical Assistance and the ISPA Programme, as well as having attributions in other European programmes and instruments. Website: www.fonduri-ue.ro	Financing Request no.1.1.106 / Financing Decision no.1.1.106
b. DURATION OF THE CONTRACT (<i>months</i>)	
45 months (from 01.12.2011 to 30.09.2015)	Financing Decision no.1.1.106

¹⁸ The current name of the Ministry of European Affairs is the Ministry of European Funds.

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015		41479
c. PROJECT STATUS		
In implementation		OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
d. VALUE OF THE PROJECT (RON)		
<i>Total value of the project:</i>	87,571,794.34	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	85,632,563.34	
<i>ERDF contribution</i>	72,787,678.84	
e. OBJECTIVE		
To support the remuneration system and motivation for the employees from the Ministry of Affairs responsible for the management of Structural Instruments - Convergence Objective.		Financing Request no.1.1.106
f. TARGETED GROUPS/DIRECT BENEFICIARIES		

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015		41479
Direct Beneficiaries:	Ministry of European Affairs	Financing Request no.1.1.106
Target group:	The staff involved in the management of Structural and Cohesion Funds - Convergence Objective within the Ministry of European Affairs.	
g. PLANNED ACTIVITIES		
<ul style="list-style-type: none"> ▶ Partially ensuring the expenses with the staff involved in the management of SIs- Convergence Objective within the Ministry of European Affairs. ▶ Ensuring the project management 		Financing Request no.1.1.106 / Financing Decision no.1.1.106
h. IMPLEMENTED ACTIVITIES		
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within the Ministry of European Affairs.		Progress Report no.7/29.07.2015 / Interviews with Beneficiaries
i. DELIVERABLES PRODUCED UNDER THE PROJECT		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i>	41479
The number of employees who benefited from the project was 758.	Progress Report no.7/29.07.2015
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
There are no problems mentioned in the last available Progress Report (no. 7/29.07.2015).	Progress Report no.7/29.07.2015
k. FINANCIAL PROGRESS (RON)	

NAME OF THE PROJECT					SMIS CODE												
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015					41479												
 <table border="1"> <caption>Financial Data (Millions)</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>57.02</td> </tr> <tr> <td>Eligible expenses approved</td> <td>56.72</td> </tr> <tr> <td>Pre-financing paid</td> <td>0.00</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>26.88</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>4.74</td> </tr> </tbody> </table>					Category	Value	Eligible expenses requested	57.02	Eligible expenses approved	56.72	Pre-financing paid	0.00	Reimbursed EU contribution (ERDF payments)	26.88	Reimbursed or approved national contribution	4.74	<p>OPTA website, http://www.poaat.ro, date accessed: 13.11.2015</p>
Category	Value																
Eligible expenses requested	57.02																
Eligible expenses approved	56.72																
Pre-financing paid	0.00																
Reimbursed EU contribution (ERDF payments)	26.88																
Reimbursed or approved national contribution	4.74																
I. PHYSICAL PROGRESS (RON)																	
Indicator	Target value	Achieved	Progress %	Progress Report													
Total work time (of the staff involved in the	11,664	8,641	74,08%	no.7/29.07.2015 /													

NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015				41479
coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)				
Number of people financed from the project team	5	5	100%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
The team responsible for the project implementation is comprised of 5 members.				Interview with the Beneficiary
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
<p>Expected Effects</p> <p>Reduce staff turnover</p> <p>The direct effect of the project financing salary increases for staff with attributions in structural instruments has been the reduction of fluctuations of personnel, which in turn contributes to the long-term impact envisioned in the logic of intervention of a more efficient coordination, management and control of Structural Instruments by maintaining qualified people in the system. However, the long reformation process taking place within the entire system of EU funds management in general, and within the Ministry of European Affairs in particular, resulted in continuing fluctuations in personnel, so the effect of the project on staff turnover is</p>				Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i></p>	<p>41479</p>
<p>difficult to assess.</p> <p>Increased performance for support structures</p> <p>Taking into consideration that under the project implementation the salaries of support staff increased, more competent people were attracted and the overall performance of the support structures experienced an increase. The higher performance rate was mostly visible for the following departments: financial management, HR, procurement, implementation and legal.</p> <p>Unexpected Effects</p> <p>Large absorption rate</p> <p>This project in particular, and projects financing salaries in general, have contributed to a large absorption rate at OPTA level (compared to other Operational Programmes), mainly because they address an indisputable right of the employees and they do not have to go through the complicated public procurement process. Consequently the management of these projects run smoothly from a procedural point of view.</p> <p>Positive budgetary impact</p> <p>The budgetary impact of this project in particular, and of projects financing salaries in general, has been positive, leading to a more consolidated national budget. Considering the unstable economic climate during the past years, if these projects wouldn't have been implemented, the Ministry of European Affairs would have hardly been able to support salary increases.</p>	
<p>3. SUSTAINABILITY OF THE PROJECT</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015	41479
m. SUSTAINABILITY OF THE RESULTS	
<p>Moderate</p> <p>It is difficult to assess the sustainability of the project, since there is still a relatively large and permanent flow of personnel which doesn't only affect the Ministry of European Affairs, but all public sector institutions.</p> <p>Furthermore, with the application of the new Wage Law expected to come into effect in 2016, fluctuations of personnel within the entire system should be expected. If a similar project will not be implemented, the Ministry of European Affairs will not have sufficient funds to sustain the additional remuneration ensured under this project, consequently, fluctuations should also be expected within the Ministry, especially for staff working in verification, monitoring and control of Structural Instruments.</p>	Interview with the Beneficiary
n. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>High</p> <p>The replicability of the project depends on two main factors: a continuing need for staff within the Ministry of European Affairs with attributions in the area of Structural Instruments to be properly remunerated and an existing source of financing for 2014-2020 programming period. As long as both of these conditions are met, the probability for the project to be replicated is high.</p> <p>Since further personnel fluctuations are expected in the near future due to contextual factors (such as the above-mentioned changes in legislation), and since the need for specialized human resources will continue to exist during 2014-2020 programming period (especially for verification, monitoring and control of the</p>	Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i>	41479
Structural Instruments which are expected to be the most affected divisions within the Ministry of European Affairs), there will definitely be the need for projects financing salaries.	
o. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
For 2014-2020 programming period, the Ministry of European Affairs is eligible for projects financing salaries for staff involved in the management of Structural Instruments under OPTA 2014-2020.	Interview with the Beneficiary
4. IMPLEMENTATION MECHANISMS	
g. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
Project team The most significant success factor has been represented by the project team, because they really understood the role of the project and they were dedicated to manage it properly.	Interview with the Beneficiary
h. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
Work overload During the project implementation problems emerged due to the dense paperwork needed to be prepared and issued by an insufficient number of employees. Consequently, the project team was at times overwhelmed. Also, complicated procedures hindered the implementation.	Interview with the Beneficiary

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015	41479
5. CONCLUSIONS	
<p>The Beneficiary of the project "Support for partially financing the salary expenditures incurred by the Ministry of European Affairs for the staff involved in the management of Structural Instruments for the period 2012-2015" was the Ministry of European Affairs, the Managing Authority of OPTA 2007-2013.</p> <p>Project relevance</p> <p>The project is considered among the relevant ones and included in the sample not only because the ERDF contribution of the project represents 19.33% from the total value of project group 3 and 15.54% out of the total value of the 95 analyzed projects, but also due to the importance of this type of institution in the current context of managing SI.</p> <p>As it is mentioned in the justification of implementing this type of project, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level for the staff that ensured a common approach in the area of managing programs supported under European funds.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p> <p>The objective of the project to increase the staff's motivation and to support the remuneration system is partially consistent with the expected short-term results within the reconstructed LOI for KAI 1.1. (see Figure 6: Reconstructed logic of intervention). Precisely, the project is aligned to the expected result within the LOI related to the reduction of staff turnover. Though, the expected effect of the project related to an increase of productivity of the staff responsible for implementing Structural Instruments that emerged as a result of the motivation increase can be considered to contribute to the medium and long term expected impacts of KAI 1.1, respectively: an effective and efficient process of programming, monitoring, financial management, control and internal audit of the Structural Instruments.</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015	41479
<p>Moreover, the planned activities are in line with the indicative activities included within OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>As the project directly contributed by ensuring the staff remuneration to the reduction of staff turnover and to the increase of the target group's motivation, it can be stated that the impacts of the project are coherent to some of the short term impacts of KAI 1.1. Moreover, taking into consideration that the overall performance of support structures (financial management, HR, procurement, project implementation and legal) increased, the coherence of the project impacts to the medium and long term impact that refers to an efficient and effective process of programming, monitoring, financial management, control and internal audit of the Structural Instruments is ensured.</p> <p><i>Sustainability of impacts</i></p> <p>Taking into consideration that this type of projects are supported under SI also in 2014-2020 programming period, the sustainability of the impacts can be maintained on a long term if new projects addressing the same needs are implemented. It is important to at least maintain the personnel's motivation in order to have a reduced staff turnover and a high interest of the staff to investing into their professional development. Furthermore there still exists the need for a similar project: one that has a national coverage and addresses multiple sectors, namely programming, monitoring, financial management, control and internal audit.</p> <p><i>Lessons learned</i></p> <p>Positive incentives that significantly affect the personnel's motivation and consequently, their effectiveness in managing Structural instruments can be introduced by implementing projects having a reducing complexity in what concerns the number of activities and people that have to be managed. Although, the incentive to implement similar projects can be hampered if the methodological and inter-institutional communication framework is not simplified.</p> <p><i>Recommendations</i></p>	

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE MINISTRY OF EUROPEAN AFFAIRS FOR THE STAFF INVOLVED IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i>	41479
<p>A more simplified and interconnected system of implementing projects supported under European funds should be employed for a more efficient and effective implementation. Furthermore, there is an acute need for an open electronic system on which all relevant documents should be uploaded in a standardized format, allowing the quick export of data between institutions and thus ensuring a smoother implementation.</p>	

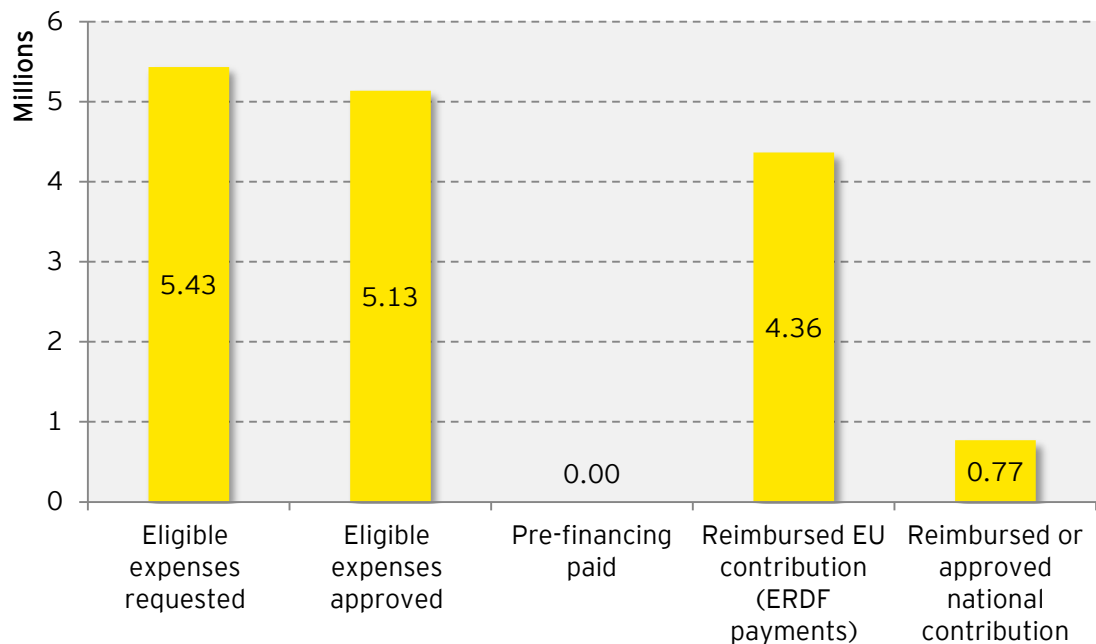
NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015	41535
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>National Authority for Regulating and Monitoring Public Procurement (NARMPP) NARMPP is the institution that manages the public procurement system in Romania, having as main role the formulation of concepts, promotion and implementation of public procurement policy. Website: http://www.anrmap.ro/</p>	<p>Financing Decision, CTRF 1.1.107/ 26.04.2012</p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>35 months and 25 days (from 6 February 2012 to 31 January 2015)</p>	<p>Financing Decision, CTRF 1.1.107 /26.04.2012; Addendum no.4 / 20.02.2015</p>
c. PROJECT STATUS	
Finalized	
d. VALUE OF THE PROJECT (RON)	

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015		41535
<i>Total value of the project:</i>	5,134,084.00	OPTA website, http://www.poa.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	5,134,084.00	
<i>ERDF contribution</i>	4,363,971.40	
e. OBJECTIVE		
According to the Financing Request the objective of the project was to support the remuneration system and motivation of the personnel from public structures with attributions in managing the Structural Instruments - Convergence Objective.		Financing Request no.1.1.107 / 10.04.2012
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
<i>Direct Beneficiaries</i> :	NARMPP	Financing Request no.1.1.107 / 10.04.2012
<i>Target group:</i>	The employees involved in the management of Structural Instruments - Convergence Objective within NARMPP. The project proposal was written for 32 allocated posts and 3 vacancies, respectively 18 allocated posts and 2 vacancies within the General Directorate for Ex-ante Evaluations of Structural Instruments, respectively, 14 allocated posts and 1 vacancy within the General directorate for Control and Ex-post Evaluation of Structural Instruments.	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015	41535
g. PLANNED ACTIVITIES	
<ul style="list-style-type: none"> ▶ Ensuring the partial expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within NARMPP; ▶ Ensuring the project management; 	Financing Request no.1.1.107 / 10.04.2012
h. IMPLEMENTED ACTIVITIES	
<ul style="list-style-type: none"> ▶ Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within NARMPP; ▶ Project management; 	Progress Report no.9 / 24.02.2015
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
The average number of employees who benefited from the project was 29.7, taking into account that there were cases when persons entered into maternity leave for example.	Interview with the Beneficiary
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
There are no problems mentioned in the last available Progress Report (no.9 / 24.02.2015).	Progress Report no.9 / 24.02.2015

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015	41535

k. FINANCIAL PROGRESS (RON)



OPTA website,
<http://www.poaat.ro>,
date accessed:
13.11.2015

l. PHYSICAL PROGRESS (RON)

Indicator	Target value	Achieved	Progress %	Progress Report no.9 /
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NAME OF THE PROJECT				SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015				41535
Total work time (of the staff involved in the coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)	1,020	1,029	100.9 %	24.02.2015
Number of persons part of the project team financed (<i>man-months</i>)	3	3	100%	
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
The project team consisted of three persons, respectively the project manager and two specialists from the Accounting Department within NARMPP (one had accounting responsibilities and the second one other economic responsibilities) that were involved during the entire execution period.				Interview with the Beneficiary
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i></p>	<p>41535</p>
<p>Expected Effects</p> <p>From the consultation of the representative of the beneficiary emerged that the project had as expected positive effects the increase of motivation and of productivity of the target group, contributing to the desire of the personnel to invest into their professional training and becoming more aware of their role in managing the SI. Therefore it was remarked an increased level of knowledge in the practicalities of implementing the Structural Instruments.</p> <p>Unexpected Effects</p> <p>As unexpected negative effects it can be mentioned the appearance of tensions between the groups that benefited from the project and the rest of the personnel within NARMPP who were not part of the target group. Also, the level of motivation within the first mentioned group varied, aspect which lead to different levels of involvement in their continuous training.</p>	<p>Interview with the Beneficiary</p>
<p>3. SUSTAINABILITY OF THE PROJECT</p>	
<p>a. SUSTAINABILITY OF THE RESULTS</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i></p>	<p>41535</p>
<p>Moderate</p> <p>According to the interview performed, the effects of the project are sustainable on a long term (3 to 5 years). The employees that benefited from the project are considered to be better trained, accustomed with the rigor of working with Structural Instruments and they will continue to perform the same responsibilities no matter if the financing will be through SI or not, if the legislation allows it.</p> <p>However, taking into consideration that the level of motivation varies among the staff supported through this project and that only two directorates benefitted of this supported, it is difficult to maintain the motivation at a high level, especially in the context where there is lacking an effective performance unitary system. In the pessimistic scenario of not supporting the increase of salaries for staff managing SI not even through the state budget and taking into account the results of the literature review, the staff turnover, their motivation, productivity and performance will be highly affected on the long-term.</p>	<p>Interview with the Beneficiary</p>
<p>b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i></p>	<p>41535</p>
<p>Moderate to high</p> <p>According to the interview there is the need for both similar and different types of projects. For example, at present, NARMPP is working on developing two projects to be financed from OPDAC and OPTA. As main argument it can be mentioned the continuous development of the system and of the staff involved in the management of SI.</p> <p>Moreover being a project rather small (financing approximately 31 persons), with a project team consisted of three members and a reduced staff turnover at the level of the institution, the perspective of replicate the project is quite high. Furthermore during the interview it was underlined that there exist the resources to implement similar projects.</p>	<p>Interview with the Beneficiary</p>
<p>c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD</p>	
<p>As possible sources of financing there were identified the new OPTA and OPAC, but also the state budget.</p>	<p>Interview with the Beneficiary</p>
<p>4. IMPLEMENTATION MECHANISMS</p>	
<p>a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i></p>	<p>41535</p>
<p>Project team</p> <p>The project team was thoroughly selected based on the following principles: the experience and knowledge regarding the implementation of similar projects, increased knowledge on the content of the guide for applicants and common characteristics or attributions with the object of the project.</p> <p>Good communication among Beneficiary - Managing Authority - Audit Authority</p> <p>During the interview it was emphasized a good communication and collaboration with the Managing Authority especially during work visits and with the Audit Authority.</p>	<p>Interview with the Beneficiary</p>
<p>b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE</p>	
<p>Modification of the guide for applicants</p> <p>As the guide for applicants was not updated on time, its purpose of supporting the beneficiaries was not always met. Even though the guide is the primary instrument to be followed, there were cases in which instructions appeared without the guide being modified. For example, the beneficiaries were not informed when (in 2013) the reimbursement requests were stopped or when there were changes related to eligible expenses. The modifications of the methodology regarding the calculation of the percentages of salary increase together with other modifications that appeared during the implementation lead to a great amount of work overload for the project team that had to take into consideration all these aspects before submitting the reimbursement requests.</p> <p>Different interpretations of terms</p>	<p>Interview with the Beneficiary</p>

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015	41535
The definitions of the execution and implementation period caused misunderstandings among different beneficiaries related to the payment of the project team. Following the legislation and the financing contract, the project team managed to solve this problem.	
5. CONCLUSIONS	
<p>The Beneficiary of the project "Support for partially financing the staff expenses incurred by the National Agency for Regulating and Monitoring Public Procurement for the staff in the management of Structural Instruments for the period 2012-2015" was the National Agency for Regulating and Monitoring Public Procurement whose aim was to support the activity of the Managing Authorities regarding the application of European and national laws regarding the public procurement, in realizing the expenses declared by the beneficiaries.</p> <p>Project relevance</p> <p>The project is considered among the relevant ones and included in the sample not only because the ERDF contribution of the project represents 1.16% from the total value of project group 3 and 0.93% out of the total value of the 95 analysed projects, but also due to the importance of this type of institution in the current context of managing SI.</p> <p>As it is mentioned in the justification of implementing this type of project, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level for the staff that ensured a common approach in the area of public procurement.</p> <p>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</p> <p>Based on the reconstructed Logic of Intervention of the KAI 1.1, it can be noticed that the project's objective is partially consistent with the expected result on the short term, respectively reducing staff turnover that leads to the final objective of KAI 1.1 due to the fact that the main focus of the project was on increasing the motivation of staff and supporting the remuneration system. However, a consistency can be</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i></p>	<p>41535</p>
<p>attributed to the expected result on the short term related to the increasing the productivity and knowledge of staff in the practicalities of implementing the Structural Instruments as a result of the increased motivation. Furthermore, the planned activities are in line with the indicative activities proposed in the OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>Even though it was identified in the reconstructed LOI as short term impact the reduced staff turnover, the project partially had impact on the latter, as the fluctuation registered, which was less significant was more due to natural events such as maternity leaves rather than to staff leaving the system. However as evidenced in the financing request the stability of the personnel remains an important feature for having a smooth implementation and management process, and also an efficient coordination.</p> <p><i>Sustainability of impacts</i></p> <p>In the context of continuing supporting this type of projects through SI in the next programming period, the sustainability of the impacts can be maintained on a long term (3 to 5 years). Furthermore, the need of replicate it exists at the level of the Beneficiary as the project was rather small (financing approximately 31 persons) and there are the resources to implement it. In the case of ceasing the partial financing of the staff expenses through SI, there is a high risk of creating pressure on the state budget and of not succeeding in maintaining the current level of remuneration.</p> <p><i>Lessons learned</i></p> <p>During the interview emerged the idea that the implementation process became complicated as the beneficiary was not always informed from time of any changes in the rules governing this process that were approved at the level of the MA. Moreover the appearance of instructions and their increased role that sometimes surpassed the guide of applicants seemed to lead to the appearances of interpretations at the level of the beneficiary.</p> <p>Therefore, the previous programming period emphasized on the need of better informing the Beneficiaries on the changes that appear in</p>	

NAME OF THE PROJECT	SMIS CODE
<p><i>SUPPORT FOR PARTIALLY FINANCING THE STAFF EXPENSES INCURRED BY THE NATIONAL AGENCY FOR REGULATING AND MONITORING PUBLIC PROCUREMENT FOR THE STAFF IN THE MANAGEMENT OF STRUCTURAL INSTRUMENTS FOR THE PERIOD 2012-2015</i></p>	<p>41535</p>
<p>order to maintain the common approach on all the aspects of implementation taking into consideration that the guide of applicants together with the financing contract were seen as the main instruments that govern the implementation of the project.</p> <p>Recommendations</p> <p>Considering that the remuneration is interlinked with the performance system, there should be ensured a more realistic approach of correlating the remuneration with the job performance.</p> <p>In order to have a smooth implementation, it is recommended to have a better communication system and avoid changes in the content of the guide of applicants that directly affect the beneficiaries.</p> <p>Increasing the level of knowledge of the project team regarding the provisions of the contract and the content of the guide for applicants in order to be able to apprise the Managing Authority of the irregularities in coordinating the program.</p>	

NAME OF THE PROJECT	SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE COURT OF AUDITORS FOR THE STAFF OF THE AUDIT AUTHORITY INVOLVED IN THE CONTROL OF SI FOR THE PERIOD 2010-2015 PERIOD	48831
1. GENERAL INFORMATION ABOUT THE PROJECT	Source of information
a. BENEFICIARY	
<p>Romanian Court of Auditors - Audit Authority</p> <p>The Audit Authority fulfils certain obligations in the field of external audit, which Romania has in its capacity as a European Union member state; these cover the non-reimbursable pre-accession funds granted to Romania by the European Union, through PHARE, ISPA and SAPARD programs, for the structural and cohesion funds, for the European Agricultural Guarantee Fund, for the Fishery European Fund, as well as for the funds to be granted in the post-accession period.</p> <p>Website: www.curteadeconturi.ro</p>	<p>Financing Request <i>no.1.1.151</i></p>
b. DURATION OF THE CONTRACT (<i>months</i>)	
<p>64 months (<i>from 01.09.2010 to 31.12.2015</i>)</p>	<p>Financing Decision <i>no.1.1.151/02.10.2013</i></p>
c. PROJECT STATUS	
In implementation	
d. VALUE OF THE PROJECT (RON)	

NAME OF THE PROJECT		SMIS CODE
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE COURT OF AUDITORS FOR THE STAFF OF THE AUDIT AUTHORITY INVOLVED IN THE CONTROL OF SI FOR THE PERIOD 2010-2015 PERIOD		48831
<i>Total value of the project:</i>	26,593,667.00	OPTA website, http://www.poaat.ro , date accessed: 13.11.2015
<i>Eligible value of the project:</i>	26,593,667.00	
<i>ERDF contribution</i>	22,604,616.95	
e. OBJECTIVE		
The objective of the project is the support of the remuneration and motivation system for personnel in public structures with attributions in the management of structural instruments. At the moment of the financing request 145 people were allocated at the management of Structural Instruments.		Financing Request no.1.1.151
f. TARGETED GROUPS/DIRECT BENEFICIARIES		
<i>Direct Beneficiaries:</i>	Audit Authority - Court of Auditors	Financing Request no.1.1.151
<i>Target group:</i>	The staff involved in the management of Structural and Cohesion Funds - Convergence Objective within the Audit Authority - Court of Auditors (136 filled positions)	
g. PLANNED ACTIVITIES		

NAME OF THE PROJECT	SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE COURT OF AUDITORS FOR THE STAFF OF THE AUDIT AUTHORITY INVOLVED IN THE CONTROL OF SI FOR THE PERIOD 2010-2015 PERIOD</i>	48831
Partially ensuring the resources needed for the application of Law no. 490/2004 regarding the financial incentives for the staff managing European funds, with all the addendums and additions for the staff involved in Structural Funds coordination, management, and control - Convergence Objective within the Audit Authority - Romanian Court of Auditors.	Financing Request no.1.1.151
h. IMPLEMENTED ACTIVITIES	
Partially ensured the expenses with salaries for the employees involved in the management of Structural Instruments - Convergence Objective within the Court of Auditors.	Progress Report no.4/23.09.2014/ Interviews with Beneficiaries
i. DELIVERABLES PRODUCED UNDER THE PROJECT	
The number of employees who benefited from the project was 136.	Estimated value based on the Progress Report no.4/23.09.2014/
j. PROBLEMS IDENTIFIED AT THE PROJECT LEVEL	
There were no problems mentioned in the last available Progress Report (no.4/23.09.2014)	Progress Report no.4/23.09.2014

NAME OF THE PROJECT		SMIS CODE														
SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE COURT OF AUDITORS FOR THE STAFF OF THE AUDIT AUTHORITY INVOLVED IN THE CONTROL OF SI FOR THE PERIOD 2010-2015 PERIOD		48831														
k. FINANCIAL PROGRESS (RON)																
<table border="1"> <caption>Financial Progress Data (Millions of RON)</caption> <thead> <tr> <th>Category</th> <th>Value (Millions of RON)</th> </tr> </thead> <tbody> <tr> <td>Eligible expenses requested</td> <td>21.43</td> </tr> <tr> <td>Eligible expenses approved</td> <td>20.92</td> </tr> <tr> <td>Pre-financing paid</td> <td>0.00</td> </tr> <tr> <td>Reimbursed EU contribution (ERDF payments)</td> <td>17.78</td> </tr> <tr> <td>Reimbursed or approved national contribution</td> <td>3.14</td> </tr> </tbody> </table>		Category	Value (Millions of RON)	Eligible expenses requested	21.43	Eligible expenses approved	20.92	Pre-financing paid	0.00	Reimbursed EU contribution (ERDF payments)	17.78	Reimbursed or approved national contribution	3.14	<p>OPTA website, http://www.poaat.ro, date accessed: 13.11.2015</p>		
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Reimbursed or approved national contribution	3.14															
I. PHYSICAL PROGRESS (RON)																
Indicator	Target value	Achieved	Progress %	Progress Report												

NAME OF THE PROJECT				SMIS CODE
<i>SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE COURT OF AUDITORS FOR THE STAFF OF THE AUDIT AUTHORITY INVOLVED IN THE CONTROL OF SI FOR THE PERIOD 2010-2015 PERIOD</i>				48831
Total work time (of the staff involved in the coordination, management and control of Structural and Cohesion Funds), for which the co-financing is ensured (man-months)	7,408	5,468	73.81%	no.4/23.09.2014
m.HUMAN RESOURCES USED TO IMPLEMENT THE PROJECT				
The project team was constituted of personnel within the Court of Auditors.				Interview with the Beneficiary
2. EXPECTED AND UNEXPECTED EFFECTS OF THE PROJECT				
<p>Expected Effects</p> <p>The project contributed to a series of positive effects, mainly related to the attraction of qualified and motivated people, as well as to the reduction of potential staff fluctuations. Due to the more risky and depriving nature of tasks within the Audit Authority (employees having to deal with a series of hardships such as on-the-ground engagements in regionally secluded places), the extra remuneration is a major factor in motivating people to pursue these jobs instead of choosing more comfortable jobs in the field, and in maintaining staff which would otherwise leave the institution after a very short time. As presented in the interview with the beneficiary, statistics indicate a 0.3% mobility of personnel, with only about three people leaving the Audit Authority for the European Commission, and coming back after going through the thorough recruitment process again.</p>				Interview with the Beneficiary

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<p><i>SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE COURT OF AUDITORS FOR THE STAFF OF THE AUDIT AUTHORITY INVOLVED IN THE CONTROL OF SI FOR THE PERIOD 2010-2015 PERIOD</i></p>	<p>48831</p>
<p>As resulted from the interview, the capacity of employees working within the Audit Authority to carry out their control and audit tasks on structural instruments has more than doubled over the past few years. This effects is also due to the stringent recruitment process within the Audit Authority (which demands 5 years of previous work experience and prior education in economics, thereby recruiting experienced professionals; and which passes candidates through a set of highly competitive written and verbal tests). Furthermore, the proper professional training programs carried out at home by the Audit Authority and abroad by homologous institutions that ensue after recruitment is also a key factor in the achievement of this improvement</p> <p>Unexpected Effects</p> <p>Apart from contributing to the maintenance of qualified and motivated staff, the project has also contributed to the enlargement of the institution and the hiring of new employees. As such, since extra funds enabled the Audit Authority to hire more people without bringing a further burden on the state budget.</p>	
<p>3. SUSTAINABILITY OF THE PROJECT</p>	
<p>a. SUSTAINABILITY OF THE RESULTS</p>	
<p>Moderate</p> <p>Even though the project managed to produce positive effects in the short and medium term (by bringing and maintaining qualified and motivated personnel within the Audit Authority), if funding stopped and current salary levels couldn't be maintained from the state budget, these positive effects probably couldn't be sustained in the long term.</p>	<p>Interview with the Beneficiary</p>

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<i>SUPPORT FOR PARTIALLY FINANCING THE SALARY EXPENDITURES INCURRED BY THE COURT OF AUDITORS FOR THE STAFF OF THE AUDIT AUTHORITY INVOLVED IN THE CONTROL OF SI FOR THE PERIOD 2010-2015 PERIOD</i>	48831
b. REPLICABILITY OF THE PROJECT AND CURRENT NEEDS	
<p>Moderate</p> <p>The replicability of the project depends on two main factors: a continuing need for staff within the Audit Authority with attributions in the area of structural instruments to be properly remunerated, and an existing source of financing for the new programming period. As long as both of these conditions occur, the projects will most certainly be replicated in the future.</p> <p>Since it is highly improbable that the state budget could sustain the higher salary levels for staff involved in the management of structural instruments, and as the demand for qualified staff within the Audit Authority will be ever increasing as wider and more complex Operational Programmes will continue in the next programming period, the need for such projects financing salaries still exists.</p>	Interview with the Beneficiary
c. POSSIBLE SOURCES OF FINANCING DURING THE NEW PROGRAMMING PERIOD	
<p>For the next programming period the Audit Authority is eligible for projects financing salaries for staff involved in the management of Structural Instruments through the OPTA 2014-2020, and consequently documents are currently being developed. However, since the OPTA is smaller in terms of funding capacity, even if it is eligible as a beneficiary until 2023 at the end of the next programming period, the Audit Authority was imposed to forward such projects only until 2020.</p>	Interview with the Beneficiary
4. IMPLEMENTATION MECHANISMS	

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a. SUCCESS FACTORS OF THE IMPLEMENTED INTERVENTIONS	
The success factor has been the stability of the project team in particular, and the overall stability of personnel within the Audit Authority in general.	Interview with the Beneficiary
b. PROBLEMS ENCOUNTERED AND POSSIBLE SOLUTIONS TO BE IMPLEMENTED IN THE FUTURE	
<p>One area generating problems during the project implementation concerns the reimbursement process. As resulted from the interview with the beneficiary, at least part of the unabsorbed funds are due to the lack of experience of staff working in the reimbursement phase of the project, and their mismanagement of reimbursement documents and procedures. This problem occurred mainly because of the fact that the Managing Authority is still a new and unexperienced structure, even though it has made considerable progress during the last years.</p> <p>Problems in implementation also occurred because of the overall bureaucratic intricacies imposed by the European Union, and the complicated systems and documentation required.</p> <p>External factors, such as legislative changes, have also generated problems in implementation through the discontinuity they produced.</p>	Interview with the Beneficiary
5. CONCLUSIONS	
The Beneficiary of the project <i>"Support for partially financing the salary expenditures incurred by the Court of Auditors for the staff of the Audit Authority involved in the control of SI for the period 2010-2015 period"</i> was the Court of Auditors - Audit Authority.	

NAME OF THE PROJECT	SMIS CODE
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<p><i>Project relevance</i></p> <p>The project is considered among the relevant ones and included in the sample not only because the ERDF contribution of the project represents 6.00% from the total value of project group 3 and 4.82% out of the total value of the 95 analysed projects, but also due to the importance of this type of institution in the current context of managing SI.</p> <p>As it is mentioned in the justification of implementing this type of project, it is necessary to ensure the stability of the staff with high qualifications in managing the SI. When taking into account the economic and financial crisis, it was difficult to maintain a low staff turnover and a high remuneration level for the staff that ensured a common approach in the area of control.</p> <p><i>Coherence of objective and activities with the reconstructed LOI of KAI 1.1</i></p> <p>The objective of the project to increase the staff's motivation and to support the remuneration system is partially consistent with the expected short-term results within the reconstructed LOI for KAI 1.1. (see Figure 6: Reconstructed logic of intervention). Precisely, the project is aligned to the expected result within the LOI related to the reduction of staff turnover. Though, the expected effect of the project related to an increase of productivity of the staff responsible for implementing Structural Instruments that emerged as a result of the motivation increase can be considered to contribute to the medium and long term expected impacts of KAI 1.1,, respectively: an effective and efficient process of programming, monitoring, financial management, control and internal audit of the Structural Instruments. Moreover, the planned activities are in line with the indicative activities included within OPTA.</p> <p><i>Coherence of impacts with respect to expected impacts of KAI 1.1</i></p> <p>As the project directly contributed by ensuring the staff remuneration to the reduction of staff turnover and to the increase of the target group's motivation, it can be stated that the impacts of the project are coherent to some of the short term impacts of KAI 1.1. Moreover, taking into consideration that the overall performance of support structures (financial management, HR, procurement, project implementation and legal) increased, the coherence of the project impacts to the medium and long term impact that refers to an</p>	

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<p>efficient and effective process of programming, monitoring, financial management, control and internal audit of the Structural Instruments is ensured.</p> <p><i>Sustainability of impacts</i></p> <p>Taking into consideration that this type of projects are supported under SI also in 2014-2020 programming period, the sustainability of the impacts can be maintained on a long term if new projects addressing the same needs are implemented. It is important to at least maintain the personnel's motivation in order to have a reduced staff turnover and a high interest of the staff to investing into their professional development. Furthermore there still exists the need for a similar project: one that has a national coverage and addresses multiple sectors, namely programming, monitoring, financial management, control and internal audit.</p> <p><i>Lessons learned</i></p> <p>The remuneration system is a very important aspect in building institutional capacity, both in terms of attracting better qualified staff and in terms of maintaining their motivation high enough so as to carry out their tasks properly.</p> <p><i>Recommendations</i></p> <p>In terms of having a smooth implementation it is recommended to have an adequate and professionally prepared number of personnel involved in the project team before the start of the implementation period. As the success of the project is influenced by the changes that appear during the execution period and the communication between the coordinating bodies of SI and the beneficiaries, it is recommended the facilitation of the discussions among all the parties involved in the implementation and control of the projects on topics related to the methodology used.</p>	

Annex 10. Master interview guideline

Introduction

During this period, the Ministry of European Funds is conducting the "Impact Evaluation of the Technical Assistance dedicated to the management and implementation of structural instruments 2007-2013", in cooperation with SC Ernst & Young SRL.

Within the impact analysis 95 projects will be subject to review (out of the 112 financed under KAI 1.1). In order to collect information on the need /relevance of projects, expected and unexpected results, their sustainability, implemented mechanisms and lessons learned following project implementation, we will use, together with other tools **interviews with project managers**.

Note: Questions in the guidelines will be focused on the project you have been involved in.

GENERAL INFORMATION ON THE INTERVIEWEE

1. First of all, please provide a short description of **your role in the project**.

General information about the project

2. Please provide a short description of the **activities implemented**.
3. What is the **reason** why you have chosen these types of activities?
4. Which have been the **financial and human resources** used for the project implementation?

KAI 1.1 progress

5. The specific objective of KAI 1.1 is to ensure the efficiency and effectiveness of the process of programming, monitoring, financial management, control and internal audit of structural instruments. Did you perceive any progress/ changes since the adoption of the intervention in terms of:

- ▶ programming;
- ▶ monitoring;
- ▶ financial management;
- ▶ control;
- ▶ and internal audit?

If YES, please specify the nature of this progress. Which are the changes noticed?

6. To what extent the perceived progress is due to KAI 1.1? Topics addressed:

- ▶ programming;
- ▶ monitoring;
- ▶ financial management;
- ▶ control;
- ▶ and internal audit.

If it is not exclusively due to KAI 1.1, which are in your opinion the factors/elements that have contributed, at their turn, to the progress obtained, or which have reduced the progress recorded by means of the project financed under KAI 1.1 of OPTA?

Expected and unexpected effects of the project

7. What are the **most significant (other) changes** the project implementation has contributed to?
8. **Who has benefitted most** from these (other) changes?
9. Are there **other (unexpected) effects, positive or negative**, stemming from the project implementation?
10. Who has benefitted most from the project **positive effects**?
11. Who has been most affected by the project **negative effects**?

Project sustainability

12. To what extent are the achieved progresses/ changes/ effects **sustainable on long term**?
13. If NOT, **what measures should be taken/should have been taken** in order to ensure such sustainability?
14. Would you like to implement a **similar project during the new programming period**?
15. In your opinion, do you consider that **there is still the need** for such projects?
16. IF YES, which would be your **arguments** and in which areas (exp. programming, monitoring, financial management, control, internal audit)?
17. IF NOT, what **other needs exist /are identified by your institution** in order to ensure the effectiveness and efficiency of its activity?
18. In your opinion which are the **possible sources of financing** during the new programming period?

Implemented mechanisms

19. What **mechanisms have been implemented or are necessary** to facilitate the effectiveness and sustainability?
20. Which have been in your opinion the **success factors** that have contributed to/influenced the achievement of expected results?
21. Which have been the **problems encountered** during the project implementation?
22. In your opinion, what would be the **solutions** likely to be implemented in the future in order to prevent such types of issues and to improve existing mechanisms?

Lessons learned

23. Which do you think that have been the **lessons learned** after the implementation of this project?
24. What **recommendations** would you provide for the successful implementation of similar projects?

Other comments

25. Please state **other aspects** that you deem relevant.

Annex 11. Data collection tool: Focus Groups

OBJECTIVE

Our methodological approach envisaged the organization of two focus groups, with main stakeholders of the impact evaluation, in order to collect information and validate and consolidate the results of desk research and interviews, at the level of each Evaluation Question.

The first Focus Group was aimed at validating the reconstruction of the logic of intervention of KAI 1.1 and collecting additional information regarding the Evaluation Questions.

The second Focus Group was aimed at validating the results of the overall evaluation and at sharing/integrating final recommendations.

METHODOLOGICAL STEPS

Step 1: Selection of participants

Participants were selected taking into account the following criteria:

- ▶ Balanced representation of the three categories of relevant stakeholders, identified in the Inception Phase (MEF - GD APE, Project Managers, Main Beneficiaries)
- ▶ Balanced representation of the three project categories identified at the level of KAI 1.1

Step 2: Identifying the facilitator

The role of facilitator was played by Ms Claudia Gallo or Mr. Michele Giove or Ms. Laura Trofin, assisted by a backstopping team that will take the notes and elaborate the first draft of the minutes of the discussions.

Step 3: The technique of the discussions

The facilitator allowed as much relevant discussion as possible to be generated with the group, while at the same time, ensuring that the topics and questions of interest to the evaluation were covered within the allocated time. This involved deciding when to move the discussion to another topic, keeping the discussion relevant and focused, and choosing when to allow more free-ranging discussion with minimal intervention.

Step 4: Synthesis

All the information was included in a minute of the focus group and was used by the Evaluation Team in order to build judgments and recommendation for the current evaluation report.

LOGISTICS

- ▶ Date: The date of the two focus groups was decided with the Beneficiary of the project, based on the availability of stakeholders. The first focus group took place on 01.10.2015 and the second group on 19.11.2015.
- ▶ Location: The two focus groups were organised in Bucharest, first one at the MEF's headquarters, room 6 and the second one at Intercontinental Hotel, Opera Room.
- ▶ Materials: Agenda, presentation, invitations, materials for each participant, registration lists, pictures etc were prepared by the evaluation team

Annex 12. List of participants to Focus Group no. 1

Date: 01/10/2015

Nr. Crt.	Name of the participant	Institution
1.	Antoaneta Popescu	MEF CDMS
2.	Claudia Măgdălina	MEF CUE
3.	Claudia Muja	MEF CUE
4.	Cristina Hodină	MEF MA OPTA
5.	Cristina Pătrășcoiu	MEF MA OPTA
6.	Luciana Cotuțiu	MEF MA OPTA
7.	Ramona Panea	MEF CDMS

Annex 13. List of participants to Focus Group no. 2

Date: 19/11/2015

Nr. Crt.	Name of the participant	Institution
1.	Alina Mihaela Murar	MEF PPD
2.	Antoaneta Popescu	MEF CDMS
3.	Claudia Măgdălina	MEF CUE
4.	Claudia Muja	MEF CUE
5.	Cristina Hodină	MEF MA OPTA
6.	Doru Zafiu	NASC
7.	Jenica Ioan	NPPA
8.	Mihaela Nacu	MEF GD CP
9.	Oana Lefter	MEF MDCIP
10.	Ramona Panea	MEF CDMS
11.	Silviu Popa	NCSC
12.	Tigănuș Daniela	MEF MDCIP

Annex 14. Treatment table of the recommendations provided in the Focus Group no. 2

Recommendations provided by the stakeholders	Status of implementation (Yes / No)
Focus Group 2	
It was recommended to introduce the needs identified in the OPTA 2007-2013 programming document within the reconstruction of the Logic of Intervention (Figure 6: Reconstructed logic of intervention).	YES In the current report, the needs identified by the OPTA programming document have been introduced in the graphical representation of the Logic of Intervention (see Figure 6: Reconstructed logic of intervention).
It was recommended that the graphics describing the findings for EQ2, which display the percentages for each answer in the questionnaire in bar charts, should be changed into a clearer and easy to read format (see Figure 13: How valuable have you found the project to be? 1=low value; 4=high value)	YES The graphs suggested by the client were changed into a more suggestive format and easier to read (see Figure 13: How valuable have you found the project to be? 1=low value; 4=high value)
It was recommended that percentages describing how much of the total financing for technical assistance financed from structural instruments within OPTA and the TA axes of each OP is represented by projects financing salaries and the rest of the TA activities, should be included in the report.	NO The scope of the project is to analyse solely the impact of the 95 projects funded under KAI 1.1. In Annex 8 it is presented the financial allocation/project group of the 95 projects and the financial allocation/project group of the sampled projects, as being one of the methodological criteria in realising the sample.
It was recommended that the term "departure" should be modified to "adapted" when describing the inclusion of financing salaries as an eligible activity within the OPTA (Sub-chapter 7.3).	YES The term "departure" was removed and the Sub-chapter 7.3 was modified accordingly.
It was recommended that in the final report a differentiation should be made between the complexity of procedures at the level of the project groups.	YES In answering EQ 5 it was mentioned that the complex procedures related to project implementation, mainly eligibility of expenditures and elaboration of requests for reimbursement is one of the factors that negatively affect the implementation of activities related to the support for financing salary expenditures (see Chapter 7).
It was recommended that in answering EQ5 a more precise and specific classification of the activities should be made, in order to show which mechanisms have been more efficient and effective and which have been the least, for each project group.	YES The answer for EQ 5 presents for each project group the mechanisms that facilitated or hampered the implementation progress (see Chapter 7)

Recommendations provided by the stakeholders	Status of implementation (Yes / No)
It was recommended to include in the recommendations a specific type of exchange of experience activity with public servants from Brussels for longer periods of time, since this type of activity is considered to be particularly efficient and effective.	YES In answering the EQ 5 it was made reference to the effectiveness of exchanges of experience between staff of institutions involved in the SIS implementation and management in Romania and counterparts in other EU MSs.
It was recommended to include in the recommendations section the idea of financing professional liability insurance through the OPTA in the future.	NO This type of recommendation is not related to the scope and objectives of this IE.
It was recommended to change the expression "legal enforcement" when referring to guidelines, documents and strategies.	YES The reference to the "legal enforcement" was removed,

Annex 15. Treatment table

Nr. Crt.	Recommendation	Treatment of recommendation in the Final Evaluation Report, V2
1.	The general objective of the evaluation is not included.	YES The general objective is included in Chapter 1, paragraph 5.
2.	The evaluation report explains if and in what way the objectives were achieved.	YES The Final Evaluation Report explains the manner in which the objectives have been achieved in Chapter 3, 4 (sub-chapter 4.1), 5 (sub-chapter 5.1). The recommendations for future evaluations were introduced in sub-chapter 1.3.
3.	The evaluation report does not provide a clear answer at the first evaluation question as it was not clarified the current level of the institutional capacity. Furthermore, the link between observed effects and the level of capacity is not clear.	YES The answer for the Evaluation Question 1 has been revised in order to include for each group of needs the baseline, the progress registered in the period 2007-2014 and the current situation in 2015 (see Chapter 4, sub-chapter 4.2)
4.	The evaluator requested, and adequately handled, opinions from the key actors on the draft version of the evaluation report. The treatment table does not accompany the evaluation report	YES The treatment table was introduced in order to address the recommendations from the key actors (see Annex 15).
5.	Regarding the interpretation of qualitative data more explanations or clarifications are necessary for some statements. The conclusions of the case studies should be incorporated in the body of the report to better serve the robustness of the report.	YES Additional explanations and clarifications were made to each chapter as requested by the Beneficiary. A new chapter was introduced in the body of the report presenting the conclusions derived from all the case studies (see Chapter 8)
6.	It is necessary to rearrange the presentation of the findings, in order to derive from the analysis.	YES The answer for each evaluation question was rearranged in order to have the findings derived from the analysis.
7.	The reformulation of some findings is necessary.	YES Each finding was reformulated and revised (see Sub-chapters 4.2, 5.2, 6.2 and 7.2).
8.	It was recommended to introduce the limitations of the validity of the findings.	YES The limitations of the validity of findings were introduced in sub-chapter 1.2.

Nr. Crt.	Recommendation	Treatment of recommendation in the Final Evaluation Report, V2
9.	It is necessary to revise the conclusions, so that they derive from the findings and are not formulated as recommendations. The conclusions must be reformulated in order to answer the evaluation questions.	YES The conclusions have been revised and reformulated in order to answer to the evaluation questions and derive from the findings.
10.	The conclusions are operational and sufficiently explicit to be understood.	YES The conclusions have been revised in order to be more operational and sufficiently explicit to be understood
11.	It was recommended to reformulate some phrases in order to increase the clarity, coherence of ideas and to present all the necessary details.	YES All the phrases requested by the Beneficiary were reformulated in order to increase the clarity, coherence of ideas and there were presented more details.
12.	Each paragraph is numbered.	YES The Final Evaluation Report has the paragraphs numbered.
13.	It was recommended to have a coherent link between findings, conclusions and recommendations.	YES Findings, conclusions and recommendations were revised in order to present a coherent link (see Chapter 9).
14.	It was recommended to link each recommendation with a responsible body and a deadline for implementing the recommendation.	YES Chapter 8 contains the link of the recommendation with a responsible body and a deadline for implementing the recommendation.
15.	The executive summary is not entirely written in a clear and concise manner.	YES The executive summary has been revised in order to be clearer and more concise.
16.	The executive summary does not present all the conclusions and recommendations in a balanced and impartial manner. It was recommended to remove the tables.	YES The executive summary has been revised in order to present all the conclusions and recommendations in a balanced and impartial manner. All the tables have been removed.
17.	It was recommended to revise the executive summary in order to increase its attractiveness.	YES The executive summary has been revised in order to increase its attractiveness.

Nr. Crt.	Recommendation	Treatment of recommendation in the Final Evaluation Report, V2
18.	It was recommended to revise the recommendations and to better link them with the findings and conclusions. All the recommendations should be presented as text.	YES All the recommendations are presented as text and were revised in order to better link them with the findings and conclusions (see Chapter 9).
19.	It was recommended to move the findings after the analysis.	YES Each chapter that answers to the evaluation questions presents first the analysis, and then the conclusions.

Annex 16. Internal quality assurance grid