



UNIUNEA EUROPEANĂ



GUVERNUL ROMÂNIEI
MINISTERUL MUNCII, FAMILIEI
ȘI PROTECȚIEI SOCIALE
AMPOSDRU



Fondul Social European
POSDRU 2007-2013



Instrumente Structurale
2007-2013

Table 51: Overarching Conclusions & Recommendations⁹⁴

Summary Findings	Overarching Conclusion	Overarching Recommendation	Targeted At	Timeframe (S, M, L)
<p>Informants referred to ‘chaotic’ legislation as well as differing interpretations of legislative requirements by different arms of the state and contradictory advice being provided to project promoters as a result.</p> <p>We also found that issues arise regarding the pro-active and coherent co-ordination of the SI overall as evidenced, for example, by the existence of the SMIS system and the parallel but incompatible ActionWeb system in the context of the management and reporting on the SOPHRD.</p>	<p>There is a general lack of overall co-ordination that impacts on the capacity to effectively implement the SOPHRD.</p>	<p>Review the legislative framework and the interaction between EU regulation, Romanian legislation and the various rules and guides developed by the authorities in relation to eligible expenditure of EU funds and the ESF in particular with a view to simplifying, ensuring coherence and rationalising the control system currently in place</p> <p>ACIS should convene regular problem identification and problem solving meetings with the MA SOPHRD and the MAs of other OPs with a view to addressing, as they arise, issues that may impede implementation. This forum might also work to ensure a coherent and consistent approach across all arms of the state that deal with the SI e.g., liaise with the audit authorities to establish how particular issues and items will be interpreted and advise project promoters accordingly</p>	<p>ACIS, Managing Authorities, Audit Authorities</p>	<p>M - L</p>

⁹⁴ In the table below and the following tables presenting Conclusions and Recommendations, we also included the “target” of the recommendations proposed (institution or organisation responsible for the implementation of recommendations) and the time-frame (short/medium/long) within which recommended changes should be made. Generally speaking recommendations to be implemented in the short-term should be implemented within three months of finalisation of the report. Recommendations for the medium-term should be implemented within six-nine months of the finalisation of the report. Recommendations for the long-terms should be implemented within a year, although in certain instances the ‘long-term’ may reach into a two-three year time-frame (e.g. where recommendations are made that build towards the next SOPHRD programming period).



UNIUNEA EUROPEANĂ



GUVERNUL ROMÂNIEI
MINISTERUL MUNCII, FAMILIEI
ȘI PROTECȚIEI SOCIALE
AMPOSDRU



Fondul Social European
POSDRU 2007-2013



Instrumente Structurale
2007-2013

Summary Findings	Overarching Conclusion	Overarching Recommendation	Targeted At	Timeframe (S, M, L)
<p>The OP identifies various issues and challenges but fails to address these in a strategically coherent manner (e.g., accepting that there may be under-investment in R&D, how is the link made to the levels of expenditure targeted at doctoral and post-doctoral students, what is expected to be derived from this investment / expenditure and where will it place Romania on the international stage and why is it more important than, say, tackling low levels of literacy amongst the school-going and/or adult population etc?).</p> <p>Many informants (project promoters, social partners, NGO representatives) remarked on the lack of a regional dimension to the planning of human resource development and the associated lack of</p> <p>There is a notable absence of quality strategic documents regarding the development of human capital in Romania (to include the regional dimensions) and this impacts on the current OP in terms of strategic</p>	<p>Whereas the SOPHRD identifies a wide range of issues that impact on Romania's human capital development and associates funding/spending with these issues, the document lacks a core, targeted strategy and this makes it difficult to assess and/or engage with the relative merits of rebalancing the priorities in the current socio-economic context</p>	<p>Develop a national strategy (with a clear regional dimension) to support the development of human capital, to inform ongoing direction in this policy area and to assist in better focusing negotiations on future funding and programmes.</p> <p>Establish competent and adequately resourced and supported, multi-stakeholder structures to support the development of human capital at regional level</p> <p>Consideration should also be given to the use of technical assistance to support research into labour market needs and trends across the regions – this will serve to better identify priorities and to ensure the relevance of projects selected for funding.</p> <p>Ensure greater linkage between training and education and the real needs of the labour market and, in addition, ensure that graduates from the education system are job/work ready through the development of labour market forecasting skills at national and regional levels.</p>	<p>MASOPHRD, ACIS, Relevant Government Ministries, European Commission</p>	<p>M - L</p>



UNIUNEA EUROPEANĂ



GUVERNUL ROMÂNIEI
MINISTERUL MUNCII, FAMILIEI
ȘI PROTECȚIEI SOCIALE
AMPOSDRU



Fondul Social European
POSDRU 2007-2013



Instrumente Structurale
2007-2013

Summary Findings	Overarching Conclusion	Overarching Recommendation	Targeted At	Timeframe (S, M, L)
direction and will impact on the negotiation of future funds and programmes.				
<p>Overall we found that the system is overloaded at central level with an emphasis on administrative technicalities and 'auditing' / accounting without a parallel focus on strategic issues regarding the development of the labour market, education, training and so on. This is evidenced in many areas including duplication of effort, heavy reporting requirements, 100% checks, and a lack of substantive reporting on overall achievement and impact associated, for example, with a lack of impact indicators etc.</p>	<p>The over-elaboration of and focus on administrative and other technicalities has impeded strategic focus at all levels of implementation in the programme.</p> <p>We also conclude that over the period in question there was a conceptual gap at play regarding the concept of programme management such that the overarching focus at MA level was on the micro-management of the system rather than the strategic management of a programme designed to contribute to the development of human capital in Romania.</p>	<p>MA to:</p> <p>undertake a facilitated, strategic review in order to better define its mission, core tasks and associated structure(s);</p> <p>communicate results of the review to all relevant stakeholders - in particular, the IBs - and explain their role in the system, what is expected of them, what levels of discretion (if any) they are permitted etc. ;</p> <p>instil professionalism and trust throughout the system to achieve mutual support, trust and partnership amongst stakeholders – this can be achieved by ensuring openness and clarity of communication, provision of professional support and guidance and design of an efficient and effective system of programme management overall;</p> <p>identify opportunities to outsource operational activities through the use of TA and other means with a view to ensuring that the MA maintains a</p>	<p>MASOPHRD, Monitoring Committee SOPHRD</p>	<p>M</p>



UNIUNEA EUROPEANĂ



GUVERNUL ROMÂNIEI
MINISTERUL MUNCII, FAMILIEI
ȘI PROTECȚIEI SOCIALE
AMPOSDRU



Fondul Social European
POSDRU 2007-2013



Instrumente Structurale
2007-2013

Summary Findings	Overarching Conclusion	Overarching Recommendation	Targeted At	Timeframe (S, M, L)
		<p>strategic overview position vis-à-vis the programme. Part of this should involve the devolution of budgets (to include I&P budgets) and responsibilities to IBs such that they become responsible for launch of calls, assessment and approval of applications and contracting of projects (MA exercising oversight but not day-to-day control or duplication).</p> <p>Staff at the MA and IBs should receive ongoing training appropriate to be their respective roles in the system (e.g., strategic, co-ordinating, operational, supportive etc).</p>		
<p>We found that communication within and across the programme was</p>	<p>Despite the fact that the official website is well regarded as are the</p>	<p>We recommend the development of an enhanced level of communication throughout the programme and enhanced support for applicants and project promoters. In that regard:</p> <p>the MA should meet with IBs on a regular basis with a view to identifying and solving problems;</p> <p>the MA should use its TA budget to establish a National Technical Support Unit that will work with it and the IBs to generally enhance the nature and level of communication with and support provided to applicants and project promoters (e.g., workshops,</p>		



UNIUNEA EUROPEANĂ



GUVERNUL ROMÂNIEI
MINISTERUL MUNCII, FAMILIEI
ȘI PROTECȚIEI SOCIALE
AMPOSDRU



Fondul Social European
POSDRU 2007-2013



Instrumente Structurale
2007-2013

Summary Findings	Overarching Conclusion	Overarching Recommendation	Targeted At	Timeframe (S, M, L)
<p>inadequate. This manifested itself in a number of ways that include, for example, in relation to the clarity and utility of advice on issues arising for project promoters and on the precise roles to be played by the MA and the IBs</p>	<p>information and other events hosted by the authorities, the ongoing, day-to-day communications within the programme (between authorities and promoters, between the MA and the IBs) are less than optimum.</p>	<p>project-focused website, online newsletter, thematic groups, identification of critical mass in relation to emerging issues, carry out and publish case studies, identify and promote innovations etc.) – we specifically emphasise that what is envisaged here is a project-focused implementation support role and not a legal role confined to strict interpretations of regulation;</p> <p>consideration should be given to the introduction of a project development phase similar to the approach that applied under the EQUAL Community Initiative - this phase could last for between three to six months and during that period, the approved promoter could receive a nominal level of financial support to put the basics of the project structure in place, hire project management staff etc. and be generally supported by the TSU and relevant IB (or the MA itself where it has direct responsibility) to ensure that all systems are in place to ensure successful project implementation.</p>	<p>MASOPHRD</p>	<p>S - M</p>



UNIUNEA EUROPEANĂ



GUVERNUL ROMÂNIEI
MINISTERUL MUNCII, FAMILIEI
ȘI PROTECȚIEI SOCIALE
AMPOSDRU



Fondul Social European
POSDRU 2007-2013



Instrumente Structurale
2007-2013

5.3 Concluding Comment

The conclusions and recommendations presented in Chapters 2 to 5 of this report are based on the results and findings arising from the in-depth methodological approach adopted with a view to responding to the terms of reference for the Interim Evaluation of SOPHRD.

Over the course of the evaluation we met with significant numbers of people on a face-to-face basis in interview and focus group settings and we took the views of many more project promoters (both successful and unsuccessful) through our survey work. We also engaged heavily with programme level data and built and analysed a database that attempted to coherently capture all of the available data pertaining to the programme over the reference period of the evaluation. In addition we worked closely with the programming documentation itself in order to analyse and understand the structure and intent of the programme.

The results of our efforts have, we believe, provided a sound and robust body of data on which to base our conclusions and ultimate recommendations. We recognize that it may be difficult for the relevant authorities to address all of the conclusions and recommendations contained in this report given the ongoing workload that is associated with the day-to-day management of the programme. However, we are strongly of the view that the above package of recommendations, if implemented, will significantly enhance the positioning, performance and strategic relevance of the SOPHRD and of future programmes and will, in so doing, serve to enhance the overall development of human capital in Romania and focus the contribution of the ESF in achieving associated strategic objectives.