REPORT

1. PARTICIPANTS

The Conference was attended by **114 participants**, representatives of Romania's public administration, academia, civil society and the media.

The event benefited from the presence of foreign guests, representatives of renowned institutions abroad: **Florian HAUSER**, Policy Officer - European Commission, **Caroline RATTIER**, Director - Seine Saint Denis General Council, **Tural ALIZADE**, Senior Adviser and **Vilayat HUSEYNOV**, Head of Office - the Civil Service Commission in Azerbaijan and **Aurelia ȚEPORDEI**, Director, Academy of Public Administration in Moldova.

2. OPENING REMARKS

- **Agency of Civil Servants**

  **Carmen DRĂGAN**, Secretary General of the National Agency Civil Servants, congratulated all, pointing out that in these times of economic crisis, innovation and quality are two attributes necessary for the activity of an efficient administration, as demonstrated by the solutions found in the best practices presented at the conference. It also reminded that the priority of NACS remains identifying opportunities for promoting successful examples from the public sector.

3. PRESENTATIONS MADE DURING THE PLENARY SESSIONS

**Plenary Session 1**

*Innovative solutions in raising the quality of public administration*

- **Florian HAUSER**, Policy Officer, European Commission - *Quality of Public Administration - A toolbox for practitioners*

He presented the Toolbox for Practitioners, a compendium of principles and 170
inspiring examples in rendering quality in public administration on seven thematic chapters, such as better policy-making, embedding ethical and anti-corruption practices, managing public funds effectively or improving service delivery.

- **Caroline RATTIER, Director, Seine Saint Denis Department** - *Innovative solutions for raising the quality of public administration*
  She presented some innovative examples of increasing quality of public services delivered to citizens in France, which can be transferred to improve the quality of public administration.

- **Tural ALIZADE, Leading Consultant, Civil Service Commission** - *Priorities of civil service modernization in the Republic of Azerbaijan*
  During this presentation he talked about the practice in Azerbaijan, about the implementation of activities to improve the quality of the Azerbaijani public administration. There were presented the targets to modernize and streamline public services and a program developed to motivate employees of the public sector to perform better at work, to remain in the civil service and to manage their professional careers.

- **Aurelia ȚEPORDEI, Director, Public Administration Academy** - *Training in the field of regional development - condition to streamline the activity of public authorities*
  The presentation contained information concerning the role, the contribution of the Public Administration Academy to develop the competency of public authorities on regional development and the work done, the outcomes and the impact of trainings in increasing the quality of public administration.

- **Silvia DAVIDOIU, General Director, Ministry of Foreign Affairs** - *Improving institutional capacity - the essence of the EU Strategy for the Danube Region*
  She presented the EU Strategy for the Danube Region, with particular focus on the opportunities it offers to develop projects regarding: improving institutional capacity,
training of personnel from various institutions and units of local and central government, cross-border cooperation with similar administrative entities from neighboring countries or other Member States of the Strategy.

- Cristina PANȚÎRU, Public Manager and Florina DRAGOȘ, Head of Unit, National Agency of Civil Servants - Innovative tools used in drafting the Strategy on Civil Service Development for 2015-2020

The draft of the Strategy on Civil Service Development for 2015-2020 proposes a series of innovative solutions in the civil service, for example on the implementation of competency frameworks, capacity building of human resources departments and promoting professional and ethical conduct in public administration.

The proposed solutions were made using innovative instruments at NACS level such as: development of expert analyses, exchange of experience with experts from the French government and consultation with institutions / organizations in Romania.

There were also presented the main aspects that facilitated the exchange of experience with institutions in France.

- Andreea IDRICEANU Calev, Communication Director, Association "Romanian Association for Recycling RoRec"NACS - Supporter of the Recycling Patrol - a success which continues

RoRec Association presented the notable performance that the Recycling Patrol reached. This year, the Recycling Patrol celebrated the achievement of collecting 1.3 million kg of electrical waste in Romania and won first place at the "Programs" Section of the Civil Society Gala.

At the conference, representatives of the RoRec Association talked about the successful collaboration between NACS and the environmental program and they inspired the participants with an interesting case study about the exceptional involvement of a public institution shown by one of its own representatives.
Plenary Session 2

Good practices in promoting integrity in public administration

❖ Mitică BUDESCU, Head of Unit, Galați County Council - Galati County Council’s fight against corruption in public administration by implementing the National Anticorruption Strategy for 2012-2015 at local government level

Galati County Council, according to the requirements of National Anticorruption Strategy for 2012-2015 and to provisions of the Inter-institutional Technical Secretariat of the Ministry of Justice, has taken all measures to implement methodologies for monitoring and implementing the provisions of the NAS at the level of the County Council. The activities concerned the incompatibilities, conflicts of interests, code of conduct and blocking other forms of corruption by establishing rules and making periodical checks. The fight against corruption that led to the decrease of the Council’s patrimony or creating damage related to the works contracted has been a priority.

❖ Gheorghe DAMIAN, Mayor, Ciugud Hall, ALBA County - Good practices in implementing anti-corruption measures in the National Anticorruption Strategy for 2012-2015 in Ciugud commune

There will be presented the efforts made by the commune hall's team to prevent corruption. The activities are focused on transparency of decision making and on facilitating access to services by organizing debates in every village from Ciugud or by posting on the institution's website all the information that matters to citizens or by allowing them to pay taxes online.

❖ Radu NICOLAE, Program Director, Centre for Legal Resources - Risks and vulnerabilities in the context of the National Anticorruption Strategy for 2012-2015

The presentation will focus on one of the key principles of the NAS 2012-2015 - preventing corruption. To prevent corruption acts we need to remedy vulnerabilities specific to public institutions by the systematic implementation of preventive
measures such as the introduction of a uniform methodology for assessing the risks of corruption, the implementation of the Code of Conduct to avoid situations of incompatibility and conflicts of interest or the strengthening of the status and role of ethics advisors.

4. PARTNER

- RoRec - Romanian Association for Recycling

5. MEDIA PARTNER

- Romanian Society for Radio and TV Broadcast

6. PROMOTION - BEFORE AND AFTER THE EVENT

1) News
2) Banner
3) Rollups
4) Ads
5) Presentation files
6) Trophies
7) Awards
8) Diplomas
9) Best practices guide

7. ADVANTAGES, BENEFITS, RESULTS

- The conference offered participants the opportunity to learn about innovative projects undertaken by public institutions in our country and other European institutions, some pilot projects with the opportunity to be multiplied.
- Conference created the framework for the promotion of innovative projects in

National Agency of Civil Servants
Romania also internationally.
- Contact details of participants can be found in a database that will be used later for the dissemination of relevant information / invitations to events.
- The level of participation was both execution and management, leading to increased opportunities for innovative ideas disseminated to be replicated after the event.
- The event was in the media attention from the start generating numerous appearances in local and central newspapers, portals, national radio broadcast.

8. WORKSHOPS

WORKSHOP 1
*International cooperation for modernizing public services*

*Moderator:* Radu NICOLAE, Program Director, Centre for Legal Resources

In this workshop it will be presented cases with impact in terms of providing quality public services, based on international cooperation.

*Romanian-Chinese Economic Forum*

*Prefect Institution of Cluj County*

Romanian-Chinese Economic Forum aims to create Romanian-Chinese partnerships and to develop "bold" projects for the Cluj County.

Attracting foreign capital investment in the county by adopting a long-term economic vision that provides predictability, jobs and protects the natural resources of the Cluj community is one of the main objectives set.

*Recovery Services Complex*

*General Department of Social Assistance and Child Protection 6th District, Bucharest*

Recovery Services Complex is a centre of the General Department of Social Assistance and Child Protection 6th District addressed to children up to 18 years old, with different types of disabilities and also to their families.
The good practice was intended to improve the situation of the disadvantaged groups, to harmonize and unite the specialized services for children with disabilities in the 6th District of Bucharest.

**Schwaben business park and consultancy centre**

**Petreşti Hall, Satu Mare County**

Petreşti Commune Hall in collaboration with the Vallaj municipality - Hungary initiated a cross-border project - "Schwaben business park and consultancy centre", through which it created an assistance centre and an industrial park in Petrești.

The main goal was to create jobs and diversify existing ones in this micro-region. An innovative element is that the consultancy centre is the first one in the region, offering counseling and information for SMEs and individuals who wish to become entrepreneurs.

**The establishment of the training Centre for mountain rescuers in Bihor County aided by the Swiss experience of St. Gallen in Switzerland**

**Bihor County Council**

The project, funded by Swiss-Romanian Cooperation Programme, purposes to reduce economic and social disparities between Romania and the other Member States of the European Union, and between the different regions of Romania.

The project aimed at constructing and providing specific equipment for a centre for training the mountain rescuers in Romania located in the touristic village Vârtop, developing the first manual/code of conduct of Romania’s Mountain Rescuers integrating the expertise of Swiss professionals in mountain rescues for different types of interventions in the mountains and beyond.

**Charity Fair "Let’s GIVE together”**

**Prefect Institution of Constanţa County**

Being at the eighth edition, the Charity Fair "Let’s GIVE together" was born from the desire/intention/need of diplomatic missions to be involved in the social life of the county. Through its constancy, the Charity Fair has become a tradition in Constanţa County, which, in addition to strengthening local and foreign partnerships, has set the objective of promoting cultural diversity in order to eliminate biased opinions and
recognize common values.

Conclusions:

- *International partnerships should be seen as a viable option*, useful, among other traditional models of cooperation currently used.
- Over time our country has developed a variety of international partnerships, driven by the dynamism of development, the multitude of peculiarities of contractual arrangements and circumstances.
- Good practice examples presented in this workshop had a significant impact on local and regional level through the use of innovative tools in delivering quality to public services that are closer to the citizen.
- The projects presented unanimously stressed the importance of constant dialogue in the long term with international partners and the importance of establishing new *cross-border partnerships with institutional players with the same areas of interest*. They contributed to building confidence and improving the image our country has internationally.
- *The integrated approach should be developed* - was the common allegation that the five institutional best practice examples presented in the first pillar had. It is recommended to find new interactive ways to solve problems encountered by local or central government institutions throughout the partnerships, to develop services and also to increase internal legitimacy by "knowledge transfer" from one institutional actor to another.
- In the current context, in which all European Union member countries are in a real competition to attract available funds, it is very important to *render dynamic the process of international cooperation* through big projects of public interest at national and local level.

WORKSHOP 2

*Mechanisms to streamline internal communication and to strengthen public image*

Moderator: Cristina CONSTANTINESCU, Advisor, National Agency of Civil Servants Romania
This workshop will be dedicated to presentations on applied mechanisms which led to a more efficient internal communication and a better public image.

**Army’s open days for students as part of the National program “A different kind of school”**

**Ministry of National Defense**

The Ministry of National Defense, in cooperation with the Ministry of Education, conducted the project “The Army - A different kind of school” since 2012. Units from all categories of military forces and military educational and cultural institutions across the country participate in this program and the students are introduced to military techniques, specific practical activities, exhibitions, and are informed about the opportunities for a military career.

The aim of this project is to make known the role and tasks of the Romanian Armed Forces and to present how to attain the military status and how to promote the military values and traditions of our country.

**Promoting institutional activity through the media and social media**

**Local Tax Public Service Constanța**

The project was born from the permanent concern of SPIT Constanța for more accurate information of the public and from the desire to create a structure for a more effective communication with media representatives.

Streamlining external communication by reducing costs and time for the diffusion of information was the goal set by the team, but also increasing the taxpayer’s level of satisfaction and awareness.

**Public awareness campaign on the issue of social reintegration of prisoners**

**National Administration of Penitentiary**

The activities developed in the project aimed at making the public aware of the importance of reintegration of former prisoners as an essential pillar in raising community’s security and increasing the opportunities for social reintegration of persons who have been convicted/deprived of freedom.
Prefect Institution of Bucharest – A better public image

Prefect Institution of Bucharest

The good practice presented aimed to increase the transparency of the activities undertaken by the Prefect Institution of Bucharest, making partnerships with civil society, using internal/external feedback and organizing events dedicated to staff and citizens.

Satu Mare County Festive Days

Satu Mare County Council

"Satu Mare County Festive Days" is a unique concept in Romania, Satu Mare County Council being the only institution that organizes such an event, being at its third edition in 2015. The project promotes the activities of the County Council among the citizens. The aim is to familiarize them with the work done by the Satu Mare County Council and to get to know each other, to know more about cultural traditions and traditional cuisine in a festive scenery.

Conclusions:

• The main problems identified by the institutions nominated in Workshop 2, which are symptomatic of public administration in Romania were: losing the bridge of communication with young people, negative public image, internally – not knowing the work of all colleagues, not understanding the importance of their work, lacking a common direction;
• One of the solutions in the good practices was to address new authentic communication channels, adaptation to technological context, coupled with face to face interaction;
• Public relations activities should be concerted, strategic, going towards more than improving the image of public institutions, leading to attracting citizens in public life, to their involvement;
• Public institutions should accept and assume change on the way, that there is no shame in recognizing weaknesses, sensitive features, failures and to have the courage to change course before it is too late, to channel efforts into directions that give results, even if the plan needs to be adjusted;
• **Personal example should be used as a solution for involvement**: organizing workshops, round tables with representatives of government and civil society who have an upward path in terms of commitment and accountability;

• To streamline internal communication, and to provide mutual support and team spirit, the solution would be organizing cultural activities, socializing, volunteering with colleagues, *creating multidisciplinary teams to perform tasks*.

• An important point in order to strengthen the public image is *gradually involving citizens, integrating their ideas in the institutions, treating them as advisors for a better image* or advisors for innovation in administration.

**WORKSHOP 3**

*Methods and practices to stimulate citizens’ participation in public life*

**Moderator:** Răzvan PAPUC, Dean of the Faculty of Business and Administration, University of Bucharest

In this workshop it will be presented methods and practices to raise citizens’ involvement in public life.

*Drawing up Guidelines for Development and Urban Development Strategy of Sibiu Municipality*

**Sibiu City Hall**

The guide is a summary document of the community’s opinion about the realities of the city nowadays, and the expectations and requirements on the future of the people of Sibiu municipality. This guide has as main purpose the establishment of the direction of the city’s development in the medium and long term.

Drawing up Guidelines allows Sibiu City Hall to create concrete projects that will be promoted in the next 10 years, projects that follow these general directions set by the Guidelines.

The purpose of writing this document was to determine how Sibiu City developed in the last 10 years, in which way the city has grown and last but not the least in what direction it is appropriate to continue its development.
Start the school safely!

**Prefect Institution of Brasov County**

The main idea of the project - preventing drug abuse among students in Brasov through their active involvement in the prevention campaign - was a 'premiere' in Brasov County. The campaign aimed to develop healthy life skills for 28,000 secondary school and high school pupils in the whole Brasov County by involving them in information, education and awareness about school safety.

**Oradea City Report**

**Oradea City Hall**

The role of each city hall is to be close to each citizen. "Oradea City Report" is a free, simple and intuitive application for your mobile phone or tablet, which allows citizens with civic spirit to send various notifications to Oradea City Hall and to the operators of local public services.

It is a support line for public issues, which contributes to the development of citizens' civic spirit and to increasing trust in local public services operators. The average number of notifications is 14.3/ day, and average response time is 3.1 days.

**SocialXChange Store**

**General Department of Social Assistance and Child Protection 6th District, Bucharest**

Implementing this project was aimed at combating wastage of goods and at offering those in need a chance to dignity.

The project simplifies the procedure to donate goods by individuals and businesses in the manner that persons with modest incomes can access these products in exchange of performing community service.

The good practice aims to increase social cohesion and to prevent marginalization or to increase of social inclusion of persons in needs in Bucharest's 6th district community.

**Conclusions:**

- The common element of all presentations was related to the binomial co-design and co-participation;
- Projects address the need to catalyze the relationship between public institutions
and citizens, and thus represent the result of the work of institutions to citizens' needs, the design of the practice being either a public institution’s initiative or a response to a critical reaction of society.

- The participants particularly appreciated institutions taking the initiative and citizen involvement, thereby preventing critical situations. In this way, good practices have resulted in the empowerment of citizens and public institutions alike;
- It requires that such projects continue to meet the need of taking back legitimacy by public institutions;
- The projects involved co-responsibility in the Romanian public administration;
- Best practices revealed the citizen as a promoter of public policy, being part of the problem, not an endogenous element;
- The projects exceeded an interpretive filter, how citizens relate to public services and judge relations between them and state institutions; they must adapt to the technological context, to adapt services to needs, to improve.
- Dialogue is important, and also investing in mutual understanding, and building their own legitimacy.

9. GENERAL CONCLUSIONS:

- Transferability of good practices presented may be provided by co-design, adopting change even at the risk of making a mistake, willingness, ambition and devotion to the idea, to the work of each person in the organization.
- Partnerships initiated by projects have been used in order to achieve maximum social effect.
- Engaging citizens in decision making leads to an equivalence of accountability in their dealings with public institutions.
- All international best practices and successful examples presented highlighted the need of quality in delivering a public service that can be achieved through performance, competence, and using public money wisely.
- It is needed the promotion of diversity in the active involvement of state institutions to meet the needs of the citizen - the ultimate beneficiary of this event.
- In the current context, it is necessary to unify the efforts of all state institutions, within their respective powers, to identify new problems that society faces and to find unity in their diversity.