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Planul Național
de Redresare și Reziliență

“PNRR: Fonduri pentru România modernă și reformată!”



COMPETENCY DEVELOPMENT PROGRAM FOR ACCELERATING RESULTS IN PUBLIC ADMINISTRATION

The first learning and development program based on the general competency framework from the Administrative Code, focused on the specific needs of **Secretaries General, Deputy Secretaries General, and Directors General** from Romania's central public administration.

Presentation material



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MONITORIZARE A PLANULUI NAȚIONAL DE
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Abbreviations and acronyms

ACRIA	Advisory Council for Regulatory Impact Assessment
AGWP	Annual Government Work Plan
C.O.R.P.	Competencies. Organization. Resources. Performance.
DG	Directors General
DSG	Deputy Secretaries General
EU	European Union
GSG	General Secretariat of the Government
HLCS	High-Level Civil Servants
ISO	International Organization for Standardization
ISP	Institutional Strategic Plan
NACS	National Agency of Civil Servants
NIA	National Institute of Administration
NRRP	National Recovery and Resilience Plan
OECD	Organization for Economic Co-operation and Development
SG	Secretaries General
WB	World Bank



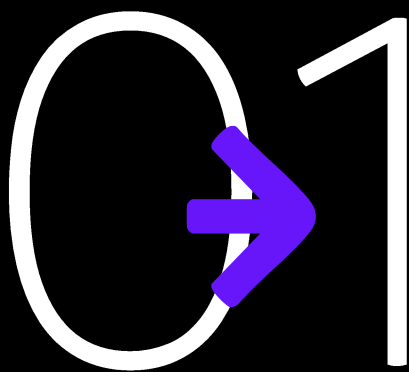


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FOREWORD



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1. Foreword

“ In a constantly evolving society, the performance of public administration depends on its leaders’ ability to respond to challenges with vision, responsibility, and competence. The **‘Competency Development Program for Accelerating Results in Public Administration’**, developed by NACS with the support of the World Bank, marks an important step in strengthening the human resource capacity of central public administration. Through this initiative, we support the development of a new generation of Secretaries General, Deputy Secretaries General and Directors General —**leaders capable of driving change, optimizing resources, and meeting citizens’ expectations.**

This pilot edition marks the beginning of **a strategic approach that draws on international best practices and responds to the priorities of the National Recovery and Resilience Plan.** I am confident that investing in competencies will directly contribute to **professionalism** and to **strengthening public trust in institutions.**

I encourage all participants to approach this program with openness and commitment, because the future of public administration is built by every leader prepared to make a difference.

Vasile-Felix Cozma, President, National Agency of Civil Servants

“ Over the past two decades, Romania has experienced rapid growth and its institutions and civil servants need to match this progress by addressing today’s challenges and advancing state reform for the benefit of all citizens. Human capital remains the **most valuable asset of any institution, and it must be continuously developed.**

We are pleased to support this professional development program for high-level civil servants. Our experts have put their experience and knowledge into meeting participants’ needs, so that they are prepared **to build successful programs and attract funding to generate prosperity for all Romanians.**

Yasser El-Gammal, Country Director of the World Bank in Romania



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USEFUL INFORMATION



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2A. About the Program

The "Competency Development Program for Accelerating Results in Public Administration", developed by the National Civil Servants Agency (ANFP) with the support of the World Bank, is addressed to **Secretaries General/Deputy Secretaries General (SG/DSG) and Directors General (DG) of the central public administration.**

The program aims to strengthen the competencies required by these public functions according to the needs established by the general competency framework¹, contributing to the implementation of Milestone 419 - Operational Competency Frameworks in Central Public Administration in the National Recovery and Resilience Plan (NRRP), Reform 3 - Effective Human Resources Management in the Public Sector, Component C14 - Good Governance.

Thus, *the program is not intended to replace the current specialized training program for occupying high-level civil service position, which is a required condition for holding such a public function², nor to serve as an alternative to that training program.*

The main objective of the program is to increase the performance of public administration to effectively and efficiently implement budget programs and structural reforms to achieve the results citizens expect from public institutions.

The program incorporates good practices from similar programs for high-level civil servants in **OECD and EU member states** and is developed based on the adult learning and development standards³ and on the training standards defined for the Romanian public administration⁴.

This pilot edition of the program is implemented with the support of World Bank experts and allows **up to 21 SG/DSG and DG in central public administration**, who meet the eligibility criteria, **to be included without participation fees⁵**. The program takes place **during August-December 2025**.

¹ According to Government Emergency Ordinance No. 57/2019 on the Administrative Code, with subsequent amendments and additions.

² According to Article 394, paragraph (4), letter d) of Government Emergency Ordinance no. 57/2019 on the Administrative Code, as subsequently amended and supplemented.

³ Such as ISO 2993:2017, SR ISO 21000:2019 and ISO 30432:2022.

⁴ According to the National Institute of Administration (2022), Decalogue of quality in training - bearer guide, developed under SIPOCA project 617 "Strengthening the capacity of the NIA on the development of studies/analysis with impact on the training system in public administration".

⁵ The pilot program costs are fully covered by the technical assistance project "NACS Support on Human Resources Management", signed between NACS and the World Bank, aimed at providing support to contribute to the implementation of measures, objectives and results foreseen by Pillar V. Health as well as economic, social and institutional resilience, Component C14. Good Governance, Reform 3. High performance management of human resources in the public sector, Milestone 419 - Operational competency frameworks in central public administration, of the National Recovery and Resilience Plan (NRRP).

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2B. Why Is It Needed?

In modern EU and OECD administrations, high-level civil servants are no longer just managers, but **leaders who manage complex situations and crises, optimize resources and contribute to strengthening trust in public institutions**. Public administration in Romania also faces such complex challenges. High-level civil servants and civil servants in management positions need **leadership skills, the ability to manage complex changes, to modernize public institutions and to accelerate the implementation of positive results for citizens**.

In this context, responding to these needs, the "Competency Development Program for Accelerating Results in Public Administration" is an integral part of NACS's initiatives to **strengthen the corps of high-level civil servants through competency-based human resource management policies**.

The piloting of the program contributes to the **extension of competency-based human resources management in learning and development policies** applicable to the civil service functions of SG/DSG and DG. In the short term, the aim is to introduce the competency development program in the professional development offer permanently available to SG/DSG and DG, complementary to the existing specialized training programs.

2C. Specific Program Objectives

The main objective of the program is **to increase the performance of public administration to effectively and efficiently implement budgetary programs and structural reforms** to achieve the results citizens expect from public institutions.

The program will contribute to the main objective, as defined above, by strengthening the competencies the SG/DSG and DG needed for:

- I. Coordination and implementation of reform and public investment programs
- II. Planning and execution of budgetary and institutional resources to achieve the targets in the institutional strategic plans
- III. Preparation and implementation of operational, organizational and digital transformation initiatives to enhance the institutional performance
- IV. Managing complex operational, budgetary and public policy crisis and negotiations

At the same time, the program also aims to strengthen the connections between and among the SG/DSG and DG through learning and community building activities, thus developing **a network of leaders committed to results-based governance for citizens**.

*The learning objectives for each module are included in the **detailed presentation** in **Annex 1**.*

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2D. Structure, Methods and Tools

The pilot edition of the "Competency Development Program for Accelerating Results in Public Administration" is structured in **5 modules** (4 standard and 1 elective out of 2 available modules), taking place from **August to December 2025, at the World Bank Romania** in Bucharest, 31, Vasile Lascăr.

The pilot program has the specific objective of **strengthening participants' competencies** and testing the effectiveness of the program's proposed concept in this regard. Therefore, *it does not target to evaluate or grade the participants.*

Module 1: Generating impact in public administration through transformational leadership and corporate governance

Module 2: Managing and accelerating public investment programs

Module 3: Implementing digitalization and reorganizations in public institutions

Module 4: Applying performance-based budget management in the public sector

Module 5: Shaping institution strategies for results for citizens (elective)

or

Module 6: Solving crises and complex situations in public institutions through anticipation and negotiation (elective)

Full details on **participants' time commitment** are included in **Section 4**.

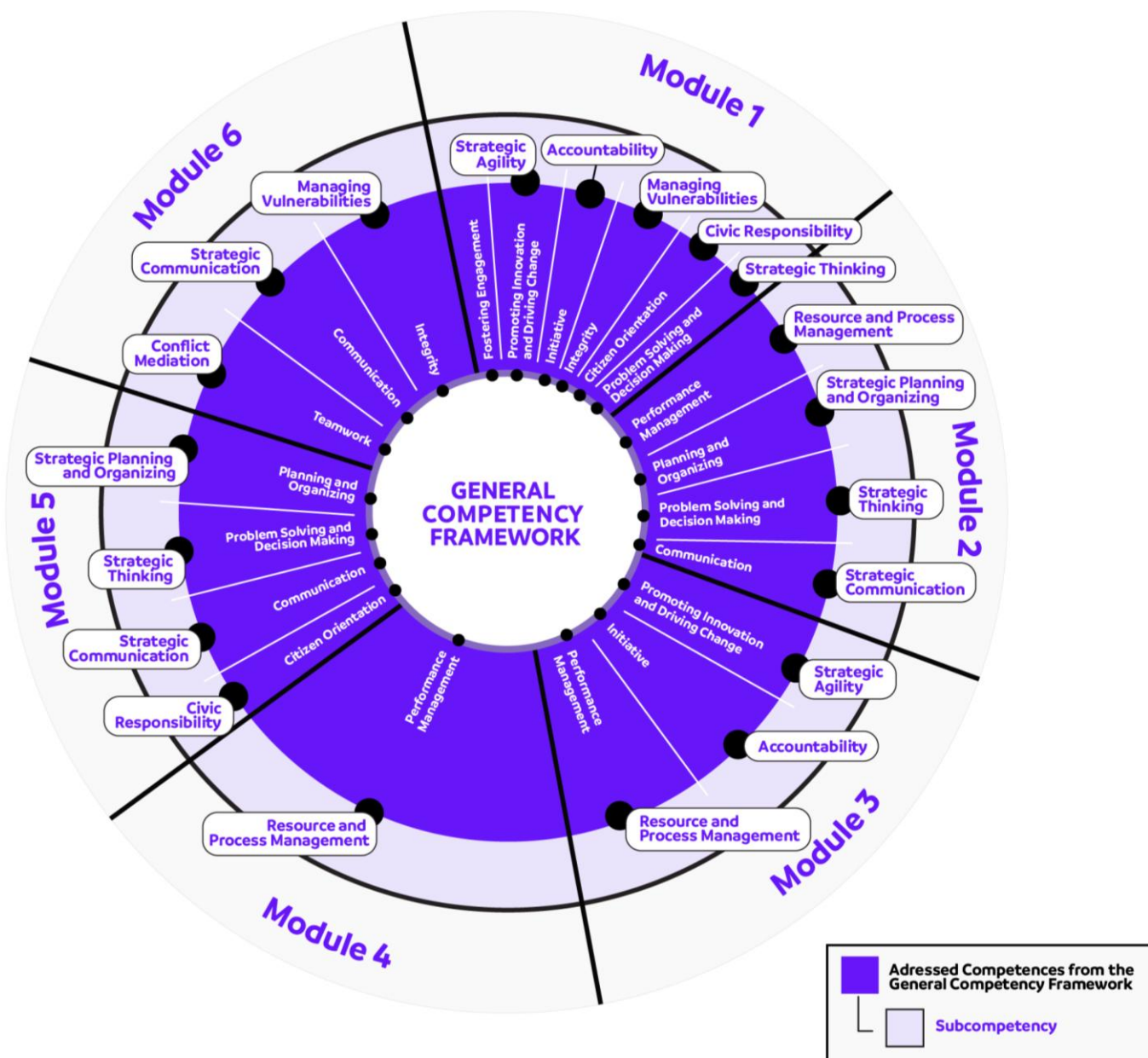
The program is built on **practical and experiential learning methods**, such as case studies, scenario-based simulations, and applications using **regulated instruments, which are mandatory for the effective operation of institutions in central public administration**.

These instruments will include, among others:

- Case study on the use and integration of the opinion of the Advisory Council for Regulatory Impact Assessment
- Development of an institutional development plan for the modernization of administrative processes, digitalization, organizational restructuring, or the implementation of new public policies
- Case study for reviewing the conclusions of an annual implementation report on the indicators of budgetary programs
- Analysis exercise of the budgetary programs of institutions represented in the program

The modules, methods and tools are designed to respond directly to specific development needs for the SG/DSG and DG and the general competency framework as per the Administrative Code and, more specifically, to subcompetencies identified as priorities by the NACS and WB teams.

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Module 1: Generating impact in public administration through transformational leadership and corporate governance

Module 2: Managing and accelerating public investment programs

Module 3: Implementing digitalization and reorganizations in public institutions

Module 4: Applying performance-based budget management in the public sector

Module 5: Shaping institution strategies for results for citizens (elective)
or

Module 6: Solving crises and complex situations in public institutions through anticipation and negotiation (elective)



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03

SELECTION FOR THE PILOT EDITION



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3. Selection for the Pilot Edition

The program targets specific development needs for the role, responsibilities and competencies required for the functions of **SG/DSG and DG in central public administration**. *The current pilot edition of the program does not address other high-level civil servants or managerial public functions.*

In this pilot edition of the program, the group of participants will be limited to 21 persons, selected by NACS from the nominations of ministries, the General Secretariat of the Government, and institutions within the central public administration that serve as coordinators of NRRP investments and reforms. The group has been sized to allow for experiential learning under the guidance of World Bank experts and to facilitate personalized competencies development.

To facilitate the achievement of the proposed objectives, **the above institutions are required to prioritize the following categories of candidates**, in the order provided below:

- I. SG/DSG currently serving in the institution who have at least 3 years of professional experience in high-level civil servant and/or in DG functions within the last 5 years. Priority will be given to those who have completed the first stage of the National Contest for occupying a high-level civil servant position,
- II. DG currently serving in the institution, who have at least 3 years of professional experience as a high-level civil servant and/or DG in the last 5 years. Completing the specialized training program for high-level civil servants positions⁶ is an advantage. Priority will be given to those who have held or hold at the time of application to the program the role of NRRP investment and reforms coordinator.

Under this pilot program, **each institution may nominate two eligible participants**: the first nominee will have a guaranteed place in the program, while the second nominee may participate subject to the availability of places.

To apply for the selection process, candidates must complete the following steps:

- Submit current Curriculum Vitae
- Complete the individual application form in full
- Submit a nomination letter signed by the head of the institution
- Send the consent to the processing of personal data

Note: Validation of enrolment is subject to the completion of all the information and data and sending of the requested documents.

⁶ - According to art. 394 para. (4) lit. d) of Government Emergency Ordinance no. 57/2019 on the Administrative Code, with subsequent amendments and additions.



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04

TIME COMMITMENT



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The pilot edition of the program is structured into **5 modules** (4 standard and 1 elective out of 2 available modules), which will take place between **August and December 2025** and will cover 19 training days, equivalent to 114 training hours. In addition, the program includes participation in the following activities, which are mandatory for completion, distributed across the implementation period and with the estimated time allocation indicated:

- **Leadership style assessment** and counseling on results interpretation (3 hours)
- Access to up to 4 **individual technical mentoring** sessions of 1.5 hours each with World Bank experts, to deepen the institutional application of the covered topics (6 hours)
- Up to **3 networking and experience-sharing sessions with international practitioners** (9 hours)
- Preparation and presentation of a **concise final project** (15–20 slides) describing possible applications of methods and tools recommended during the program (9 hours)
- **Completion** of provided **training materials** (18 hours)

The participants' time commitment is detailed in the following table:

Activity	Days	Hours
Module 1: Generating impact in public administration through transformational leadership and corporate governance	7	42
Module 2: Managing and accelerating public investment programs	3	18
Module 3: Implementing digitalization and reorganizations in public institutions	3	18
Module 4: Applying performance-based budget management in the public sector	3	18
Module 5: Shaping institution strategies for results for citizens (elective) or Module 6: Solving crises and complex situations in public institutions through anticipation and negotiation (elective)	3	18
Total A Training	19	114
Networking and exchange sessions with international practitioners	1.5	9
Technical mentoring sessions	1	6
Active learning project preparation	1.5	9
Discussion of the active learning project	0.5	3
Assessment of leadership style and counseling on results interpretation	0.5	3
Total B Networking, mentoring and counseling	5	30
Self-learning to go through training materials	3	18
Total C Self-learning	3	18
TOTAL A + B + C = Participants' time commitment	27	162



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05 CALENDAR



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Calendar for the Roll Out of the Pilot Edition of "Competency Development Program for Accelerating Results in Public Administration"

Activity	Duration (days/hours)	Timeframe (2025)
Module 1: Generating impact in public administration through transformational leadership and corporate governance	7 days / 42 hours	22-23.08 29.08 04-05.09 12-13.09
Module 2: Managing and accelerating public investment programs	3 days / 18 hours	02-04.10
Module 3: Implementing digitalization and reorganizations in public institutions	3 days / 18 hours	23-25.10
Module 4: Applying performance-based budget management in the public sector	3 days / 18 hours	13-15.11
Module 5: Shaping institution's strategies for results for citizens (elective) or Module 6: Dealing with crises and complex situations in public institutions through anticipation and negotiation (elective)	3 days / 18 hours	04-06.12
Leadership style assessment and counseling on results interpretation	0.5 days / 3 hours	18.08-25.09
Networking and presentations session 1	0.5 days / 3 hours	Week 06-10.10
Networking and presentations session 2	0.5 days / 3 hours	Week 03-07.11
Networking and presentations session 3	0.5 days / 3 hours	Week 24-28.11
Technical mentoring sessions	1 day / 6 hours	During the program, up to 4 sessions of 1,5 hours.
Presentation of active learning project results	0.5 days / 3 hours	15.12
Closing conference	1 day / 6 hours	17.12



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Annex 1

DETAILED PRESENTATION OF THE MODULES



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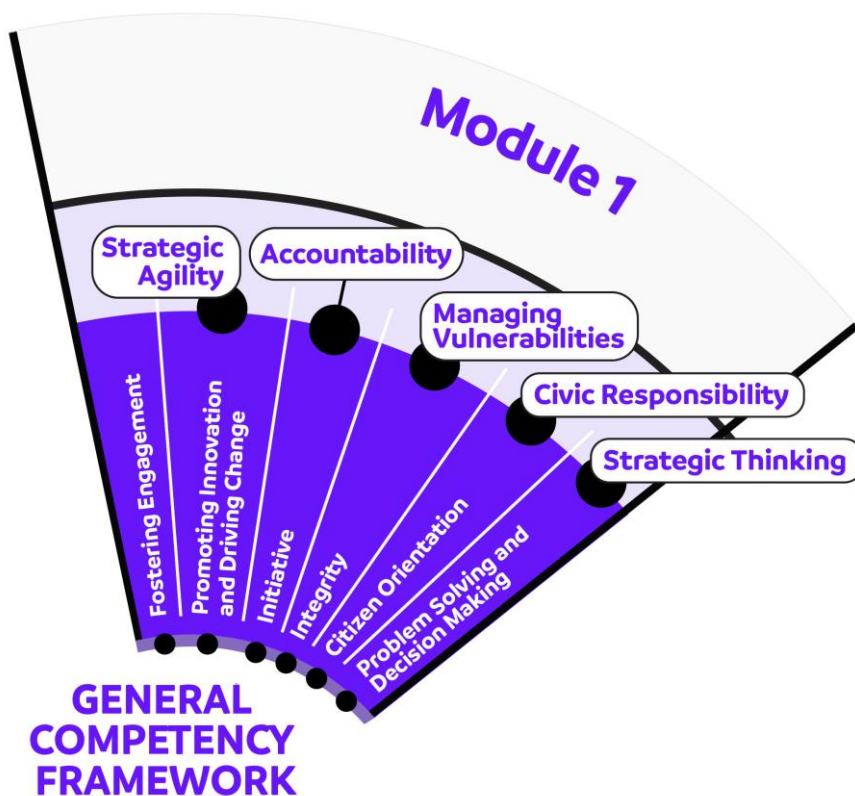
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Module 1: Generating impact in public administration through transformational leadership and corporate governance

42 hours, 7 days



The learning objectives of the module aim for participants to:

- Critically analyze their thinking and behavior styles impacting the act of leadership and make personal development decisions to increase their own positive impact
- Clarify the vision and mission of the institution and communicate them in a way that is easy to understand and generates trust and engagement for employees and citizens
- Identify cultural transformation needs and use leadership levers to implement a culture of accountability and integrity
- Recognize the psychological needs of employees and create a safe environment for increasing their engagement
- Encourage employees to identify opportunities for innovation and implement innovation plans
- Apply analytical and decision-making tools that support the fulfillment of the role of the HLCS as the representative of the public guardian authority in the relationship with state-owned companies



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Module 1: Generating impact in public administration through transformational leadership and corporate governance

Topics covered

- The conceptual model of organizational culture management. Styles of thinking and behavior. Impact of leader's personal styles on the institution
- Vision, mission and strategic directions in a public sector organization. Role of the leader in giving direction and inspiring the team
- Culture, Values and Habits. Clarifying citizen-oriented values. Habits by which the team manifests values. Defining undesirable and desirable habits
- Cultural transformation. Leadership levers for cultural transformation. Values and habits. Transformation need and action plan
- Generating commitment. Psychological safety in the organization. Impact of leadership on psychological safety
- Encouraging innovation. Inspiration and citizen orientation. Ensuring diversity of ideas. Managing implementation. Innovation culture
- Corporate governance. Role of representative of the guardian authority vs. Role of member of the Board of Directors
- Analysis and decision tools that support the fulfillment of the role of the representative of the public guardianship authority in the relationship with state-owned companies

Instruments used

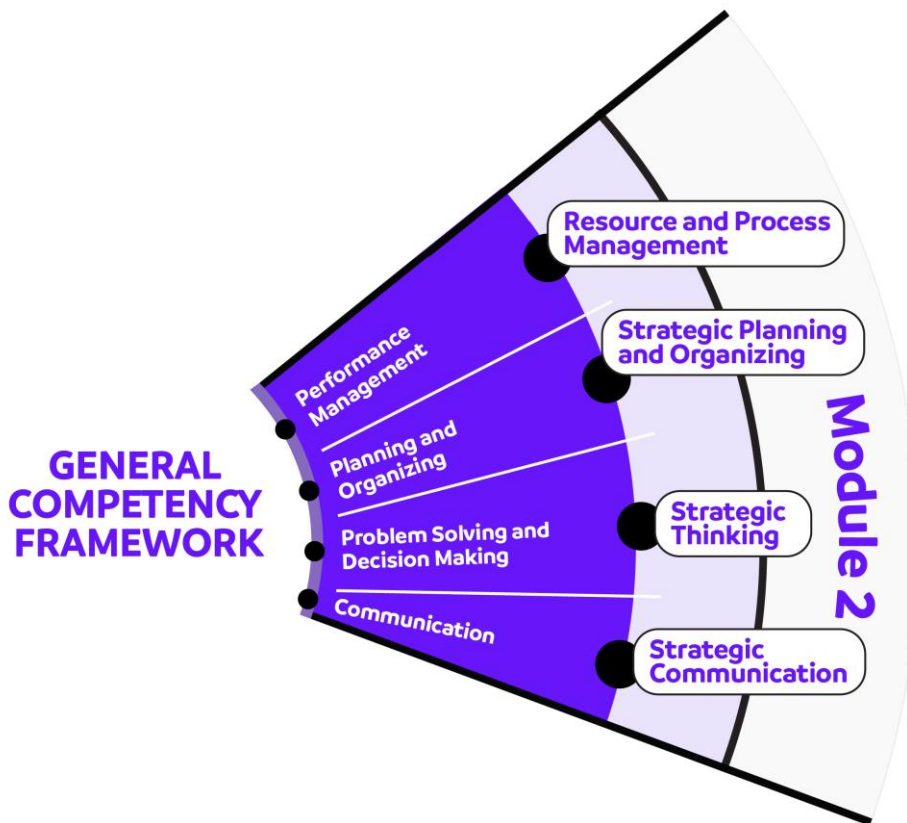
- Personal leadership development plan
- Plan for communicating and supporting desirable values and behaviors
- Plan for increasing psychological safety in the team
- Plan for a culture of innovation adapted to the own institutional context



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Module 2: Managing and accelerating public investment programs

18 hours, 3 days



The learning objectives of the module aim for participants to:

- Organize and supervise the processes of updating the ISP and measuring institutional performance
- Align performance management with the organization's mission and strategic priorities of the institution
- Use tools and best practices for planning, monitoring and reporting institutional performance
- Address and interpret performance variations and take measures for optimization and correction
- Strategically monitor a portfolio of projects, with a focus on assessing their maturity

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Module 2: Managing and accelerating public investment programs

Topics covered

- The strategic planning system in Romania. Elaboration, monitoring, reporting and revision of Institutional Strategic Plans at the level of Ministries and GSG.
- Implementation tools and roles. Setting the timelines. Role of SG/DSG in the process
- Inventory of national, sectoral strategies and other strategic documents that are operationalized through ISP
- Half-yearly and annual reporting on the execution of budget programs. Performance reporting
- Performance management at a strategic level. Implementation mechanisms
- Public investment management. Project cycle. Stages of a large investment
- Evaluating the project concept. Project portfolio monitoring

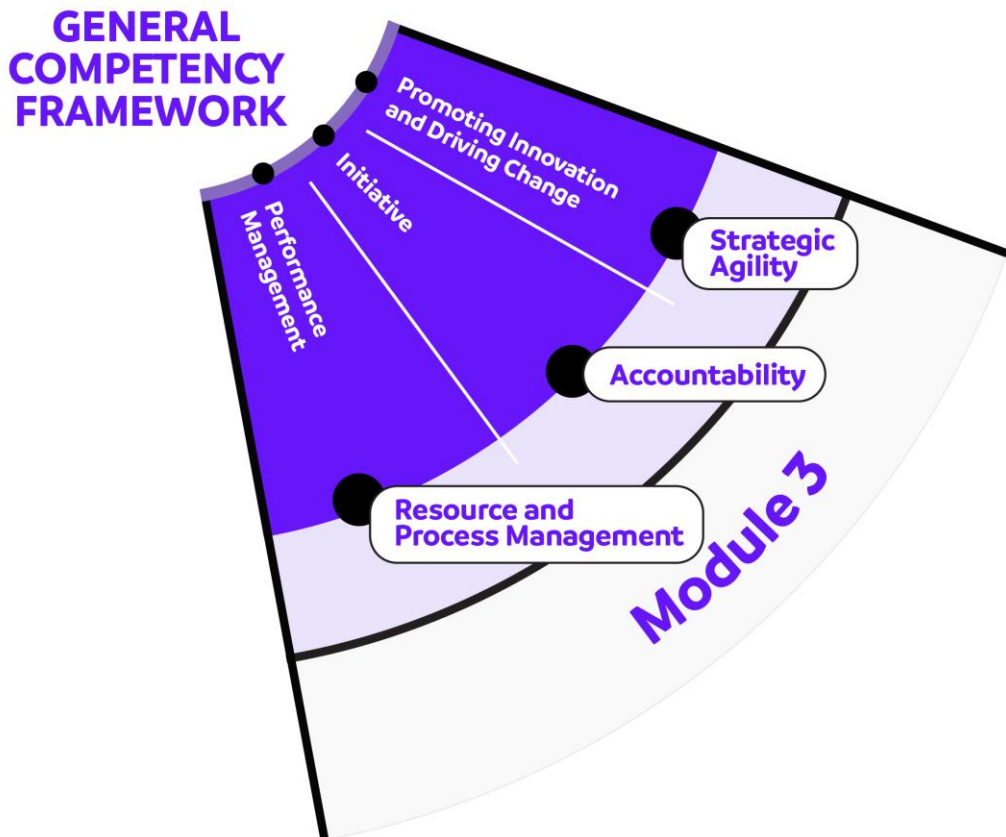
Instruments used

- Map of strategies to be operationalized through ISP
- IT platform www.psi.gov.ro monitoring the implementation of ISP
- Annual performance report on the execution of program budget indicators
- Model sheet for ISP indicators: impact, outcome, output
- Monitoring process of the implementation status of the project portfolio



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Module 3: Implementing digitalization and reorganizations in public institutions 18 hours, 3 days



The learning objectives of the module aim for participants to:

- Assess the capacity of the institution to respond to strategic or reform requirements
- Elaborate institutional development plans that align structures and processes with new strategies, policies or external requirements
- Lead the implementation of institutional reforms
- Develop the capacity to lead digital transformation with real impact





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Modul 3: Implementing digitalization and reorganizations in public institutions

Topics covered

- Organizational diagnosis and identification of weaknesses. Collecting and analyzing relevant data for decision making
- Types of interventions for organizational change
- Intra-institutional collaboration and involvement of relevant stakeholders (roadmap)
- Implementing change: strategies and methods, action plan, communication and monitoring
- Digitization, digitalization, digital transformation - strategic alignment and levels of implementation. Digital maturity assessment
- Digital governance of data and technology
- Digitization of public administration processes - strategies and set of best practices
- Managing the digital transformation process

Instruments used

- Organizational diagnosis
- Institutional development plan
- Process analysis
- Digital transformation plan

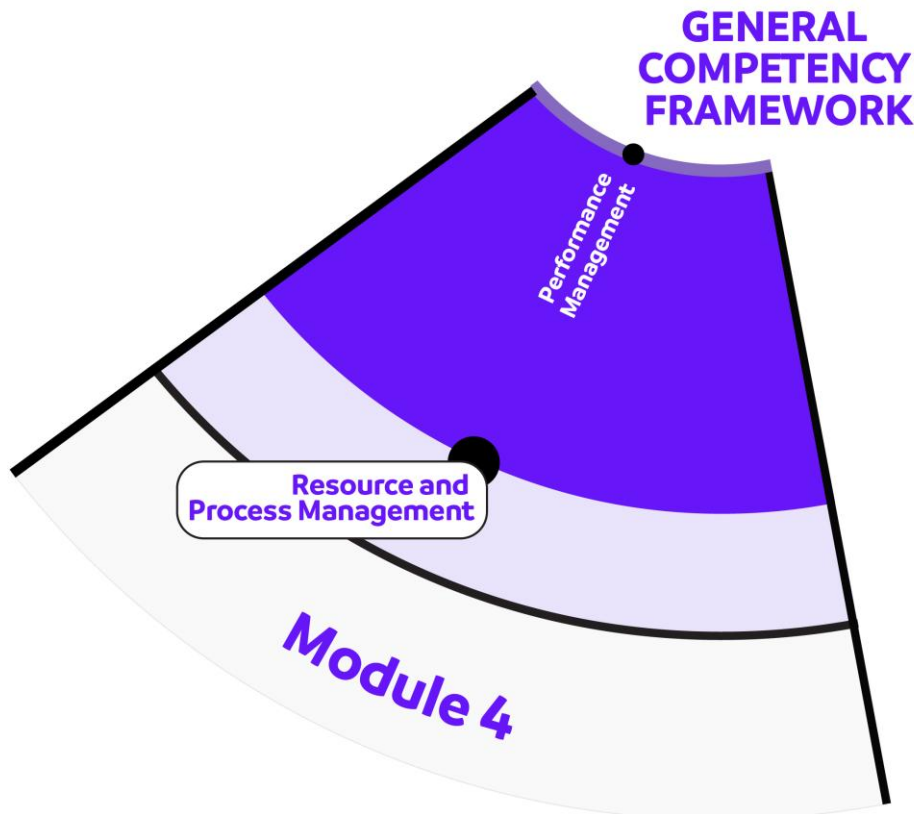




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Module 4: Applying performance-based budget management in the public sector

18 hours, 3 days



The learning objectives of the module aim for participants to:

- Organize and manage an effective budget planning process
- Apply a cost-benefit analytical framework in making decisions on the allocation of budgetary resources
- Organize budget programs in relation to the strategic objectives of the areas of activity
- Monitor budget execution and interpret the results obtained
- Identify solutions to improve budget management



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Module 4: Applying of performance-based budget management in the public sector

Topics covered

- The budgetary national policies framework
- Practical recommendations for budget management. General and temporary rules in planning and execution of public budgets. Implications of current budgetary constraints on budget planning and execution
- Budget programs and their relation to established budget processes, budget classification. Classification of budget expenditure in terms of budget programs
- Public investment cycle: presentation, legislative framework. Regulatory framework, role, rules, rules, structure, process related to public investment programs. Correlation with strategic objectives and national profile plans
- Introduction to cost-benefit analysis and cost-effectiveness analysis. Simplified cost-benefit analysis methods for managerial level
- Tools for budget execution analysis

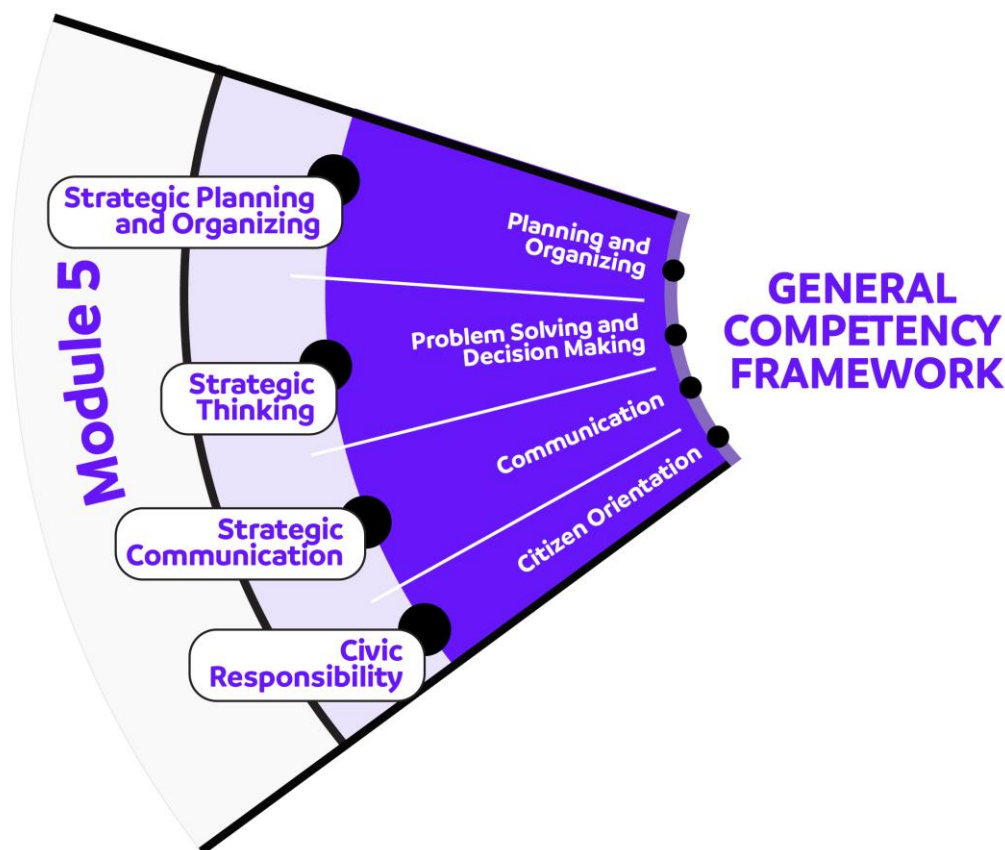
Instruments used

- Budget planning process
- Analysis of a public investment program
- Cost-benefit analysis

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Module 5: Shaping institution strategies for results for citizens (elective)

18 hours, 3 days



The training objectives of the module aim for participants to:

- Identify external trends, assess risks and opportunities
- Map key actors and facilitate their collaboration to implement strategies and policies
- Apply decision making based on coordination of strategies and policies
- Monitor the implementation of strategies and policies to align institutional objectives and ensure their achievement



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Module 5: Shaping institution strategies for results for citizens (elective)

Topics covered

- Tools for developing institutional strategies, policies and strategic plans. Stages of the public policy cycle
- Linking the strategic planning process and tools to the process of drafting legislation
- Methods of analyzing the internal and external environment. How to define general and specific objectives and indicators of results and impact
- Methods for identification, consultation and mobilization of stakeholders
- The Annual Government Work Plan (AGWP), from bureaucratic to priority-setting model
- Steps of decision making at the level of strategies and policies, linking the objectives of programmatic documents in relation to the EU and OECD
- Advisory Council for Regulatory Impact Assessment (ACRIA)

Instruments used

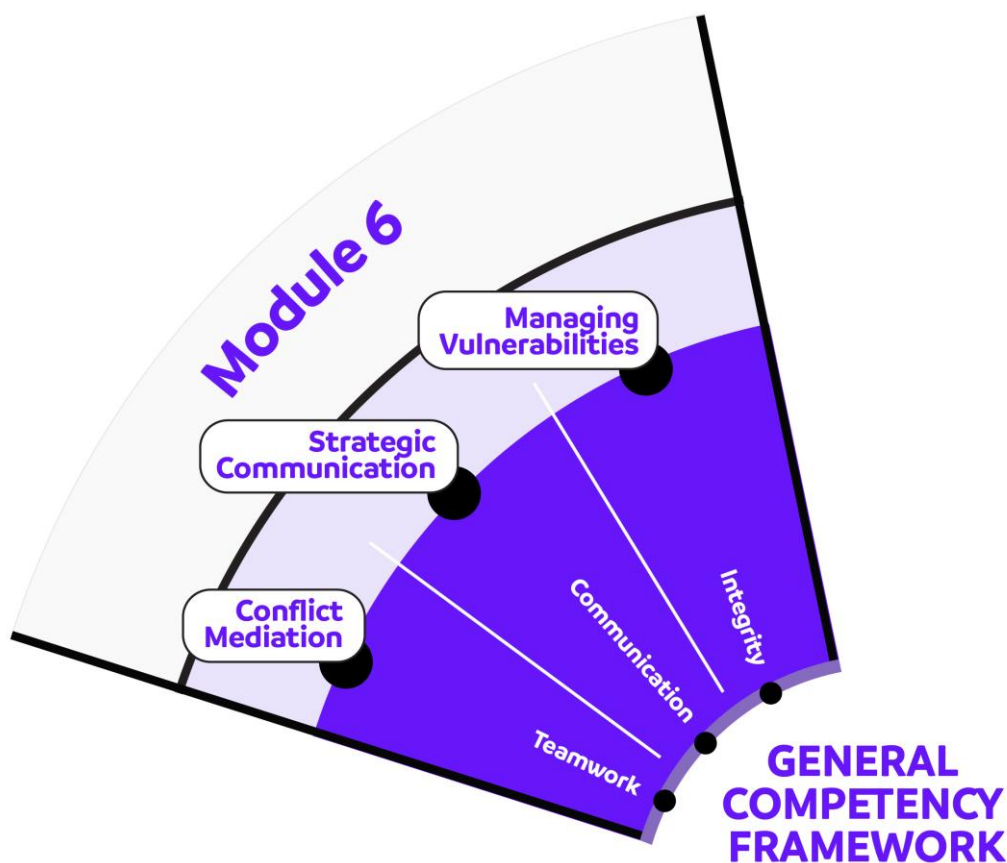
- Methodology for stakeholder analysis for participatory public policy development and implementation
- Methodology for monitoring the implementation of inter-institutional strategies
- Tool for presenting and motivating normative acts and the views expressed by the ACRIA on proposals for normative acts



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Module 6: Solving crises and complex situations in public institutions through anticipation and negotiation (elective)

18 hours, 3 days



The learning objectives of the module are that participants:

- Identify the main characteristic elements of critical situations: crises, emergencies or complex situations
- Implement appropriate strategies and procedures for the effective management of critical situations
- Apply practical models of crisis intervention and crisis resolution



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Module 6: Solving crises and complex situations in public institutions through anticipation and negotiation (elective)

Topics covered

- Decision-making under pressure. Typologies of emergency, crisis and complex situations
- Dynamics and causes of conflicts in public administration. Conflict resolution models and approach styles
- Identification of vulnerabilities of the institution. Developing intervention plans and crisis scenarios. Analyzing risks and planning preventive measures.
- Methods of continuous assessment of the situation and adjustment of interventions. Institutional continuity plan
- Basic principles of negotiation. Identification of optimal negotiation objectives and strategies
- Negotiation styles. Negotiation methods and techniques

Instruments used

- Process of preparing and conducting an institutional negotiation
- Analysis of the vulnerabilities of a public institution
- Institutional continuity plan





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Annex 2

EXPERTS' TEAM



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Centrul de Cercetare și
Proiectare

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Module 1: Generating impact in public administration through transformational leadership and corporate governance



Simona Fătu is a senior corporate governance specialist with over 17 years of experience in executive and non-executive leadership roles in international companies, companies listed on the Bucharest Stock Exchange, and majority state-owned enterprises such as Electrica Distribuție Transilvania Sud, Complexul Energetic Oltenia, and Societatea Națională a Sării. She is currently a sustainability consultant and serves on the boards of Mihail Kogălniceanu International Airport and the National Company Administration of the Maritime Danube Ports SA.

She works with companies in key sectors such as financial services, energy, mineral resources, real estate, and port infrastructure management (air and waterway), covering areas such business and growth strategy, corporate finance, risk management, and internal managerial control systems, including internal audit. Simona supports companies in achieving sustainable growth and improving corporate governance standards, develops sustainability strategies, and prepares reports in line with the European Sustainability Reporting Standards (ESRS) and the Global Reporting Initiative (GRI) for large and very large companies. She also promotes initiatives aimed at strengthening professional and ethical standards among business leaders.



Adriana Lobdă is a senior specialist in financial audit. She has worked as an audit partner in Big 4 firms (KPMG and Deloitte) and has carried out audit and consulting engagements for clients such as the Court of Accounts and the Audit Authority, Bucharest Transportation Autonomous Authority, Metrorex, Someș Water Company, as well as other state-owned enterprises, autonomous state administrations, listed companies and/or companies regulated by the Financial Supervisory Authority and the National Bank of Romania, and entrepreneurial commercial companies.

Adriana is also the co-founder and a board member of Envisia – Boards of Elite, a licensed member of the Chamber of Financial Auditors of Romania, and a lecturer in the “Value-Creating Corporate Governance” program delivered by ENVISIA in partnership with the Bucharest Stock Exchange. She serves on the boards of directors/audit committees of Orange Money SL, NN Life Insurance, NN Pensions, Tinmar Energy S.A., Goldring SA, the Chamber of Financial Auditors of Romania, and the Association of Independent Directors in Romania. She is involved in initiatives that promote board education and the improvement of corporate governance standards.

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Module 1: Generating impact in public administration through transformational leadership and corporate governance



Robert Iancu is a senior specialist in organizational development and leadership, with over 14 years of experience and approximately 7,000 people trained to date. Robert has worked with leaders from various sectors in transformation and managerial training projects carried out in both public institutions and private companies. He delivered a program for leaders on managing team culture and supporting organizational strategy at Military Unit 0929 Bucharest, in the role of contractor.

He has led leadership programs for UniCredit Bank focused on collaborative management and communication, used organizational analysis tools within a managerial development program for Romstal. In a management alignment program with Kaufland's new leadership model, he facilitated sessions dedicated to organizational values and leadership principles, addressing topics such as vision, change, efficiency, collaboration, and communication. His expertise includes facilitating experiential learning, individual and team coaching, and using organizational diagnostic tools to support cultural change.

Mihai Moraru is a senior specialist in organizational efficiency projects, managerial development, and leadership. With over 23 years of experience, Mihai has trained approximately 10,000 people to date. He has delivered communication and innovation programs for the Ministry of European Funds as part of a World Bank-supported program, as well as leadership programs focused on developing leadership skills in technical environments for Deutsche Bank.



He coordinated a large-scale improvement program for Raiffeisen Bank, aimed at enhancing interdepartmental collaboration and customer relations through behavioral training sessions and applied follow-up. His expertise includes training needs analysis, facilitation of learning processes, and supporting teams in contexts of change and development.

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Module 2: Managing and accelerating public investment programs

Costel Dorin Todor is a senior economist in the World Bank Romania team, specializing in strategic planning, performance-based budgeting, regulatory impact assessment, and sustainable development, with both international and local experience. In this role, within the context of the National Recovery and Resilience Plan, he has provided support for institutional strategic planning methodology, as well as for the development, updating, budgeting, and implementation of strategic plans for central public institutions in Romania — from the General Secretariat of the Government to all line ministries, including the Ministry of National Defence, the Ministry of Development, Public Works and Administration, the Ministry of Investments and European Projects, the Ministry of Transport and Infrastructure, the Ministry of Energy, and the Ministry of Agriculture and Rural Development.



Involved in building strategic planning and performance-based budgeting skills, he has trained over 3,000 public sector specialists. Over his 25+ year career, he has contributed to strengthening the public sector in Romania, Croatia, and the Republic of Moldova. He supported the establishment of the strategic planning system and the preparation of the National Development Strategy 2030 in Croatia, and served as Secretary General of the Ministry of Justice during Romania's pre-accession period to the EU.



Mihai Vilnoiu is a senior expert in the World Bank Romania team, specializing in strategic planning and public investment management, with both international and local experience. For nearly 10 years, he has contributed as a lead World Bank expert to the introduction, development, and strengthening of capacity in strategic planning, public investment management, and cost standards development in institutions such as the Ministry of Labour and Social Solidarity, Ministry of Health, Ministry of Family, Youth and Equal Opportunities,

Ministry of Research, Innovation and Digitalization, Ministry of Education, Ministry of Culture, Ministry of National Defence, Ministry of Development, Public Works and Administration, the General Secretariat of the Government, and the Ministry of Investments and European Projects (MIPE). In this role, he supports MIPE in monitoring risks related to investments under the National Recovery and Resilience Plan (NRRP).

Mihai has over 25 years of experience in public administration in Romania and Croatia, working as an expert and trainer for the World Bank, the European Commission, and Transparency International in strategic planning, public investment management, assessment and management of public investment risks, results-based budgeting, and information systems management.

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Module 3: Implementing digitalization and reorganizations in public institutions

Ramona Moldovan is a senior expert in the World Bank Romania team, specializing in public policy design and evaluation, EU funds management, the design and implementation of public sector reforms, and organizational transformation in the public sector. In parallel, she serves as an international expert for OECD-SIGMA and the European Commission, supporting the development and operationalization of Growth Plans for EU candidate countries.



Ramona has over 20 years of experience in public administration, including more than 10 years in institutional reorganization, digitalization, and the adoption of data-driven IT solutions applied in administrative reform projects in Romania and the Western Balkans. She has held leadership positions as Director General at the Ministry of Investments and European Projects, Deputy Secretary General at the Ministry of Energy and at the Ministry of Research, Innovation and Digitalization, and Secretary General at the Ministry of Transport and Infrastructure.



Assoc. Prof. Dr. Cătălin Tudor is a senior expert in Information and Communication Technology with the World Bank Romania team and an associate professor specializing in management information systems. In his World Bank role, he has provided consultancy on digitalization and collaborated with institutions such as the Ministry of Environment, the Environmental Fund Administration, the National Agency of Civil Servants, and the National Institute of Administration.

He has over 20 years of experience in analyzing and implementing IT solutions for the public sector, contributing to its digitalization through initiatives aimed at optimizing public services. He has also managed and coordinated digitalization projects of various scales in the private sector for national and multinational companies. His areas of expertise include consulting on the implementation of organizational information systems, strategic alignment of business processes and IT systems, development of organizational information systems, and drafting IT policies and strategies.

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Module 4: Applying performance-based budget management in the public sector

Radu Comșa is a senior expert in the World Bank Romania team and an international expert with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in public finance and public pay system reform. In Romania, he has contributed to drafting reform proposals for transfers from the state budget to local budgets, monitoring and evaluating the budget execution of the components of the consolidated general budget, and preparing institutional strategic plans in the health sector for 2017, 2018, 2019.



He was involved in the drafting of the Local Public Finance Law no. 273/2006, as well as subsequent regulations aimed at strengthening local budgetary discipline.

Radu has 20 years of experience in regulating, analyzing, monitoring, and evaluating public finances, serving as a lead expert in projects with, inter alia, the Ministry of Internal Affairs, Ministry of Public Finance, Ministry of Health, Ministry of Development, the National Health Insurance House, and the Bucharest City Hall.

Module 5: Shaping institution strategies for results for citizens (elective)



Dragoș Negoită is a senior expert in the World Bank Romania team, specializing in strategic planning, strategy and public policy development, corporate governance of state-owned enterprises, and negotiations with international institutions. In this role, he supports the Ministry of Investments and European Projects with analyses for the preparation of Romania's programmatic documents in its relations with the European Commission.

Previously, starting in 2002, he was part of the General Secretariat of the Government of Romania, contributing to the establishment and development of the Public Policy Directorate. Between 2013 and 2023, he served as Director of the Directorate for Policy and Project Coordination within the GSG, where he contributed to coordinating the strategic planning and public policy development system at the central government level. In 2019, during Romania's Presidency of the EU Council, he chaired the Council's Better Regulation working group.



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Module 6: Solving crises and complex situations in public institutions through anticipation and negotiation (elective)

Ramona Moldovan is a senior expert in the World Bank Romania team, specializing in public policy design and evaluation, EU funds management, the design and implementation of public sector reforms, and organizational transformation in the public sector. In parallel, she serves as an international expert for OECD-SIGMA and the European Commission, supporting the development and operationalization of Growth Plans for EU candidate countries.

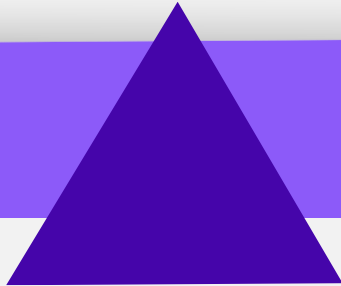


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Component C14. Good governance

Reform 3. Effective human resources management in the public sector

Milestone 419. Operational competency frameworks in central public administration

NATIONAL AGENCY OF CIVIL SERVANTS

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