



Bucharest, Hungary January 2017

**EMANUAL RAUTA**  
**Senior Associate**

Emanuel Rauta has 14 years of experience in advising public sector institutions to improve policy making and regulatory capacities, including strategic and operational planning, re-engineering public services, building evaluation and performance measurement systems, managing consultation with stakeholders, streamlining administrative processes to reduce administrative burdens. In 2011, he advised the Government of Moldova on the first public services reform project. From 2016, he is re-engineering public services in Albania and helping Romania adopt cost and quality standards for public services delivered by the local public administration. Working for the World Bank as a planning and budgeting expert he is helping Romanian ministries develop program-based budgeting and draft Institutional Strategic Plans. As team leader, he advised the Romanian Ministry of Interior in developing RIA capacities. He worked with the Romanian Ministry of Economy to simplify and improve regulations with impact on business environment. Mr. Rauta holds an MBA from CNAM Paris, an MA in Economy from the Academy of Economic Studies Bucharest, an MA in Marketing and Political Communication and a BA in Political Science from the National School for Political Science and Public Administration in Bucharest.

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**Professional Background**

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**2010 – 2017: Agora Est Consulting**  
**Director of Research**

He is Partner and Director for Research in Agora since 2010. Specialized in innovative consulting services targeting the public and private sector, its portfolio include more than 20 projects with Beneficiaries from Central, Regional and Local public administration. As part of his work with Agora, Mr Rauta carried out different technical assistance projects, assisting public sector institutions in improving decision-making processes, quality of regulations, planning and budgeting the resources, monitoring and evaluation practice. He conducted functional reviews for Central Agencies and Local Governments, also Comprehensive reviews of public administration.

Selected projects:

- **Team Leader. Standards and performance indicators for assessing institutional capacity in the national environmental protection system (SIPEVAL). Funded from European Social Fund for the Ministry of**

**Environment, Water and Forests.** Agora Est Consulting has provided services for the Ministry of Environment, Water and Forests. The contract includes two research studies, one describing and analyzing reporting obligations of the environmental protection institutional system in Romania and the second designing quality standards and performance indicators for 9 Environment Institutions composing the environment regulatory system in Romania and developing a Methodology for Evaluation and Reporting.

- **Key Expert Anticorruption. Anticorruption policies in a responsible administration - PACAR. Funded from European Social Fund for the Ministry of Regional Development and Public Administration (Romania).** He helped deliver consultancy services for drafting administrative procedures and anticorruption plans for 91 local governments units in Romania, according to the requirements of the National Anticorruption Strategy. He helped with the production of Anticorruption Assessment Methodology applied to Romanian LGUs.
- **Team Leader. Consultancy services for the implementation of MAI Decision making Process – Efficiency and Coherence. Funded from European Social Fund for the Ministry of Administration and Interior (Romania).** Key objective of the services was to improve the decision-making process within the *Ministry of Administration and Interior*, improving quality of regulations and setting up regulatory impact assessment capacities and tools. He helped drafting the Public Policy Guidelines, coordinated four impact assessment initiatives in four key departments of the M.A.I., worked closely with implementation partners and organized study tours in four European countries with a good administrative reforms track record, policy based governance and administrative simplification.
- **Expert. "DA pentru MADR" - Developing skills for the Ministry of Agriculture and Rural Development. Funded from the European Social Fund for the Ministry of Agriculture and Rural Development.** The human resources project assisted the Ministry in drafting personnel training needs analysis and a training strategy for the Ministry of Agriculture and Rural Development. A second deliverable was a Training Development Strategy. The analysis was prepared by using a mixed methodology, based especially on questionnaires and interviews with key employees.
- **Expert. Consultancy services for the elaboration of an urban study – Urban Development in South-East Region, actual situation and development opportunities. Funded from European Regional Development Fund for the South East Development Region.** Agora Est Consulting assisted the RDA South East in Romania in the process of identifying

needs and priorities for drafting of the 2014-2020 Regional Development Plan. The study included the economical and social diagnosis of the Development South-East Region, an administrative capacity analysis of the cities in the Region to prepare and use european development structural funds, a projects portofolio and a prioritization of the projects to be financed.

- **Innovation Expert - IN-EUR – Measuring Innovation among European Subregions. Funded from INTERREG IV C for the South East Development Region.** The project was a regional initiative financed through the Operational Program INTERREG IVC, priority 1 “innovation and the knowledge economy”. He has provided and consultancy for elaboration of studies and territorial reports on innovation. The output was an Implementation Plan and a territorial Innovation model for NUTS 3 category of local governments.
- **Team leader and expert for drafting Local Development Strategies at county and local levels in Romania.** He lead strategy planning processes at local level, collected and analyzed data, defined development priorities, ran public consultation and training on planning, developed action plans and monitoring and evaluation structures for strategy monitoring.
- **Expert. Functional Review of Bucharest Sector 3 District administrative functions and preparation of Institutional Strategic Plan.** His tasks consisted in reviewing key functions of the Municipality administrative system and proposed an improvement of delivering key tasks trough the Institutional Strategic Plan.
- **Expert. Functional analysis of Civil Aviation Safety Investigation Center.** He drafted a report on the institutional structure and its capacity to deliver services according to the legal competencies of the Agency. (2013)

### **2011 – 2014: National School of Political Science and Public Administration** **Lecturer**

- He was hired by the Faculty of Management to prepare curricula and deliver courses of Project Management and Business Plan Preparation.

### **2006 – 2010: GEA Strategy & Consulting** **Public Administration Manager**

Mr Rauta worked for GEA Strategy & Consulting as public administration manager. He developed consulting activities for public and private institutions, including

Universities and Research Institutes. Among other projects he has evaluated the impacts of the Romanian Sectoral Competitiveness Program Energy Intervention, designed a methodology for the Metropolitan Area policy reform, evaluated the regulations affecting the implication of Business Environment in the policy making with the Ministry of Economy, evaluated the management capacities of Romanian research system for Directorate General Regio from the European Union Commission. He lead and was involved as public administration expert in the elaboration of Urban Integrated Development Plans projects, managing to win urban development project and summing more than 30 million Euros in municipalities infrastructure projects.

- Expert administrative capacity. Cluster potential analysis in Romania. Ministry of Development, Public Works and Housing
- Expert on Program Evaluation. Technical assistance for interim evaluation of Management Authority Competitiveness , Ministry of Economy
- Expert. Methodology for improvement of the functionality and quality of public spaces. Ministry of Development, Public Works and Housing
- Project Director and expert for Integrated Urban Development Plans. He helped designing Urban Development Plans and investment needs for the modernization of infrastructures in these areas. Ministry of Development, Public Works and Housing
- Expert and Team Leader for Local Development Strategies in different municipalities and counties in Romania

### **2001 – 2006: Romanian Academic Society**

#### **Project Manager and Managing Editor**

Romanian Academic Society is a reputed Romanian think tank. It operates as a public policy research institute, promoting good governance, a partner in state reform processes. He was working on the think tank's projects and supported activist campaigns. He worked as a project and deputy project coordinator and also as Managing Editor of the political science journal issued by the NGO.

- **Deputy Project Manager. Conditionality and Corruption: An analysis of the public procurement, judiciary, lobby in Central and Eastern Europe.** The project was financed by the Norwegian Council for Research and its main objective was to identify patterns of corruption and possible policy solutions. He ran the team of experts in charge with data collection (interviews, surveys) and managed to gather a relevant database. (2005)
- **Transparency of local public authorities in Romania – Developing the reporting for the PA in Romania, Phare 2003 Civil society**

- **Best Practices in the application of Freedom of Information Law in Romania**
- **Managing Editor. Romanian Journal of Political Science (2003-2005)**

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### Selected Recent Projects

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**Jacobs, Cordova & Associates Public Services Re-engineering Expert. Re-engineering of Public Services for Agency for the Delivery of Integrated Services (Albania).** This is an Albanian government flagship project on the Business Process Re-engineering initiative aiming to improve and streamline the delivery of more than 370 central public services. The aim of the Government is to achieve a reduction of 25% in the service delivery time for citizens and business of Albania. His work includes activities such as: Proposing administrative simplification options, Designing organization model changes, Proposing Information Technology solutions Transposing accepted recommendation into the legal and administrative systems of the country (that is eliminating and amending laws, by laws and internal regulations and manuals. (2016)

**World Bank. Planning and Budgeting Expert. Strengthening Planning and Budgeting Capacity in the Chancellery of the Prime Minister, the Ministry of Public Finance and in Selected Line Ministries to Enhance the Efficiency of Public Spending and Support the Introduction of Performance Budgeting (Romania).** He is assisting the Romanian Ministries: Economy, Regional Development and Public Administration and Interior in drafting the Institutional Strategic Plans. A key component of his activity is the delivery of training in strategic planning delivered for senior officials in selected Ministries. He is also involved in designing the budget programs of the Ministries and the performance framework for these budgets. (2016 )

**National School of Political Science and Public Administration. Expert in Public Services (Romania). Strengthening the public services development framework to support local development.** This project is led by the Ministry of Regional Development and Public Administration and is of key importance for the decentralization process in Romania. it aims to create and implement methodologies required by Central and Local Authorities to develop quality standards and minimum cost standards. He is developing a Methodology for setting quality standards and minimum cost calculation. Based on the method actual standards will be drafted. He focuses on the pilot sectors Educations and Health but the projects targets 9 sectors with public services to be decentralized in the near future. (2016)

**Urban Project, Romania. Public Administration Expert. Administrative Territorial Reform in Romania, more efficiency in the Romanian local administration (Romania).** The project scope was to analyze comprehensively the Romanian public administration structure, map key functions of Central and Local Public Administration and elaborate options of territorial administrative reforms at regional and local levels with the scope of improving efficiency of delivering public services and key legal functions. He elaborated the comprehensive analysis of the Romanian Central, Regional and Local administration, designed different options for administrative reforms and proposed new functions for newly created tiers of Government (2015)

**Center for Legal Resources. Public Policy Expert. Social reuse of confiscated assets (Romania).** He was involved in key project activities such as the Feasibility analysis for the reuse of confiscated assets in Romania, collection of relevant data for the policy proposal from the different law enforcement agencies in Romania and discussing proposals with key stakeholders from Agencies. He drafted the public policy for the reuse of confiscated assets, presented policy options for this regulation and analyzed the impact of different options on the criminal policy, on the target groups and on the state budget. (2015)

**National Agency for Public Servants. Romania. Trainer. Applied training to strengthen institutional capacity of Romanian public administration for an efficient management of European structural funds. Funded by the European Social Fund. (Romania)** He prepared the training materials and delivered a training course in project design to representatives from Romanian local public administration. (2014)

**Jacobs, Cordova and Associates. Public Services Expert. Modernization of Public Services Delivered by Public Administration Authorities (Moldova).** The project involved undertaking an analysis of public services rendered by the central public authorities and developing a strategy with vision, goals and outline of more efficient and accessible future service delivery mechanisms. The work also includes developing a Met methodology for setting quality standards, identifying recourse mechanisms and proposing principles for setting tariff levels as well as a system for tariff approval and publication. The objective of the assignment was to develop a strategy (and tentative action plan) to improve the quality of public services in Moldova. (2011)

**Agora Est Consulting. Team Leader. Consultancy services for the implementation of MAI Decision making Process – Efficiency and Coherence. Funded from European Social Fund for the Ministry of Administration and Interior (Romania).** Key objective of the services was to improve the decision-making process within the *Ministry of Administration and Interior*, improving quality



of regulations and setting up regulatory impact assessment capacities and tools. He helped drafting the Public Policy Guidelines, coordinated four impact assessment initiatives in four key departments of the M.A.I., worked closely with implementation partners and organized study tours in four European countries with a good administrative reforms track record, policy based governance and administrative simplification. (2011)

**GEA Strategy&Consulting. Public Policy Expert. Strengthening reform management institutional capacity of business environment in Romania (Romania). Ministry of Economy, Commerce and Business Environment.** The project aimed to increase institutional capacity of the Business Environment Directorate from the Ministry of Economy and of the General Secretariat of the Government and to support regulation simplification to improve the activity of businesses in Romania. In his capacity of senior policy expert, he delivered courses in public policy and transparency to 80 ministerial employees and was responsible for drafting an evaluation study on the impact of the regulatory impact assessment on the business environment in Romania. (2010)

**Agora Est Consulting. Public Administration Expert. Funded by European Social fund for Bacau County Council. Analysis of the institutional capacity and the system of indicators for the public social services system in Bacau County (Romania).** The project objective was to improve the spending efficiency of the General Directorate for Social Services and Child Protection, under the coordination of the Bacau County Council. He produced an institutional diagnosis of the county social services and a map social care service provision in the county. He also helped drafting an analysis of performance indicators in the field, an evaluation of the to help the decision makers improve effectiveness and efficiency. (2010)

**Business&StrategiesEurope. Training Expert. Adapting Young Professional Scheme to the needs of Civil Service Reform. EU PHARE funded project (Romania).** His work was related with the key activity of the project, training candidates to public manager positions. In this capacity he delivered training courses on topics such as: public administration theory, public policy cycle, regional and local development. (2009)

**Ramboll. Training Expert. Strengthening the capacity of the Romanian National Institute of Administration. Funded by EU, PHARE grant. (Romania).** He was hired to prepare training methodologies with the aim to improve the quality of NAI curricula. Specifically he was responsible of drafting the training course Decisional Transparency and Freedom of Information Legislation. (2007)

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## Education

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- **Master of Business Administration, 2016**  
Conservatoire National des Arts et Métiers, Paris, France
- **Master in Economics, 2016**  
Academy of Economic Studies, Bucharest, Romania
- **Master in Political Communication and Marketing, 2005**  
National School of Political Science and Administration, Bucharest Romania
- **Bachelor of Arts in Political Science, 2002**  
National School of Political Science and Administration, Bucharest Romania
- Summer Scholarship Program at National Endowment for Democracy, part of the Network of Democracy Research Institutes (NDRI) program, Washington DC, 2004
- Diploma Evaluation of Structural Funds from the European Academy for taxes and Law in Berlin (2012)
- Diploma Train of Trainers
- Diploma Project Management
- Diploma Public Administration (National Institute of Administration)
- Diploma Local Development (National Institute of Administration)
- Diploma Public Policy (National Institute of Administration)

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## Languages

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**English, very good**  
**French, good**  
**Romania, native**

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## Publications

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### Articles and papers

- A decision-making model for public management, International Review of Social Research, vol 4, issue 1, 2014
- Transparency laws and political accountability. The role of civil society, 2005,



Luneburg, Germany

- Emanuel Răuța, Cristian Ghinea, 2004, Best practices in the implementation of freedom of information legislation - USAID, GRASP, Semne Printing House

## **Guides and Methodologies**

- Strategic Planning Guide for the Ministry of Administration and Interior in Romania
- Strategic Planning Methodology for drafting the Local Development Strategies
- Decision Making Strategy for Ministry of Interior
- Methodology for interventions in urban residential area and source of financing (cohesion policy), Ministry of Development
- Strategic Planning in the EU, a comparison of 4 EU countries, for MAI
- Romania Baseline study on strategic planning and Strategic Planning Study and best practices, [www.publicadministrationreform.eu](http://www.publicadministrationreform.eu), 2011
- Strategic Planning Guide for Local Public Administration (Vrancea county), 2012
- Strategic Planning The Reporting Annual Model for Romanian Public Institutions, 2005

## **Reports**

- Emanuel Răuța, 2003, After the Accession. The socio-economic culture of Eastern Europe in the Enlarged Union: An asset or a liability....Media Report on Romania – book coordinated by the IWM (Institute for Human Studies) Austria
- Social capital and job creation in rural Europe” - Promoting quality of life in rural Europe
- “Energy Sector in România” - American Chamber of Commerce
- Strategic Overview of Armed Violence Data – Collection and Analysis, coordonator național pentru România; finanțator: UNDP/SEESAC [www.seesac.org/reports/AVDR.pdf](http://www.seesac.org/reports/AVDR.pdf)
- Emanuel Răuța, 2004, “Romanian tourism: a missed start”, evaluation of tourism public policy, Policy Warning Reports, nr 6 August 2004, [www.sar.org.ro](http://www.sar.org.ro)