



Bucharest, Romania, May 2022

EMANUAL RAUTA
Senior Associate

Dr. Emanuel Rauta is experienced in advising public sector institutions on improving performance, policy making and regulations, public administration reforms, strategic and operational planning, re-engineering public services, evaluation and monitoring systems, managing consultation with stakeholders, streamlining administrative processes to reduce administrative burdens and innovation. Since 2006, Mr. Rauta has worked with the governments of Romania, Moldova, Albania, etc, in areas such as public policy making, strategic and budgetary planning, better regulation and regulatory management systems, public administration reforms, public service reforms /re-engineering, modernization of local public services, etc.

Mr. Rauta holds a Ph.D. in Political Science from National University for Political Science and Public Administration, Bucharest, Romania, 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.

Professional Background

2020 - Romanian Public Services Employers Association
Expert Public Services

As a public services expert, he contributed to the drafting process of the **Methodology for Evaluation of Performance of Public Services in Romania** (EU funded project "Integrated monitoring of the public services performance")

2020 - 2021 World Bank
STC Entrepreneurship

Support in the context of the **Startup Entrepreneurship Strategy**. He contributed to the process of *evaluation of key national financial instruments for entrepreneurs, R&D and SMEs* of Romanian Government, including digitalization programs.

From 2019 - World Bank
STC Private Sector Expert - Innovation

EU DG REGIO TA aiming to improve commercialisation capacity of Public Research Organisations: "Supporting innovation in catching-up regions". Support Romanian

research authorities and Romanian Development regions North East and North West to improve Technology Transfer capacity and develop programs on research valorization and structured research contracts of PROs.

2018 - 2019 South East Regional Development Agency

Public Policy Expert

Conducting the policy process for drafting of the National Strategy for promoting bicycle utilization in Romania

2018 - 2019 World Vision

Public Policy Expert

Conducting the policy process for drafting the public policy "Creation of the Community Consultative Structures" foreseen by the Romania's child protection legislation aiming to improve the local governments institutional setting for an effective child protection and vulnerable communities in Romania

From 2017 - World Bank

STC EU Funds Management

Governance, monitoring and evaluation expert for the Implementation of Romania's Human Capital Operational Programme (POCU) in Romania. Supports M&E, evaluation and appraisal of projects, programming Guide for Projects and Support for Beneficiaries. Special support for territorial development instruments and Local Action Groups, Urban Strategic Planning and investment strategies

From 2016 - World Bank

STC Planning and Budgeting Expert

Provision of technical assistance services in strategic planning and performance budgeting for Central Government: Ministry of Economy, Ministry of SMEs, Ministry of Regional Development, Public Administration and European Funds, Ministry of Interior, Ministry of Culture, Ministry of Justice

2016 - 2019 National School of Political Science and Public Administration

Task coordinator and Expert Standardization Quality and Cost for Public Services

Develop Methodology for setting up quality and cost standards for decentralized public services in Romania. Piloting the Method on Health and Education Sectors, public and private assets and other 7 service sectors (police, utilities, agriculture, culture, youth, etc)

From 2016 - Jacobs, Cordova and Associates
Senior Associate, Public Services Re-engineering Expert

Work on technical assistance projects: reduce administrative cost for business, improve public services, work on OSS for business and change management to improve investment frameworks, land registry frameworks. Complementary use of standard cost measurement and BPR

2010 – 2017: Agora Est Consulting
Expert and TL

Specialized in innovative consulting services targeting the public and private sector, He 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.

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

Collaboration with the Faculty of Management to deliver courses of Project Management and Business Plan Preparation.

2006 – 2010: GEA Strategy & Consulting
Public Administration Manager

Consulting activities for public and private institutions, including Universities and Research Institutes. Among other projects he has evaluated the Romanian Sectoral Competitiveness Program, designed methodologies for the Metropolitan Areas in Romania, 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. Public administration expert in the elaboration of Urban Integrated Development Plans projects.

2001 – 2006: Romanian Academic Society
Project Manager and Managing Editor

Romanian Academic Society is a reputed Romanian think tank, promoting good governance, a partner in state reform processes. Emanuel has worked with the think tank as a research assistant, a project expert and a managing editor for the **Romanian Journal of Political Science**. Expert for the **Conditionality and Corruption: An analysis of the public procurement, judiciary, lobby in Central**

and Eastern Europe. Project, financed by the Norwegian Council for Research and its main objective was to identify patterns of corruption and possible policy. He was also involved in projects of **Transparency of local public authorities in Romania and Best Practices in the application of Freedom of Information Law in Romania** .

Selected Recent Projects

Jacobs, Cordova & Associates Public Services Re-engineering Expert. Re-engineering of Public Services for Agency for the Delivery of Integrated Services (Albania). 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 was to achieve a reduction of 25% in the time-of-service delivery for citizens and businesses in Albania. His work included an administrative simplification options note, designing organization model changes, proposing Information Technology solutions and transposing recommendation into legal provisions (eliminating and amending laws, by laws and internal regulations).

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). Strategic planning expert contributing to the development of the Institutional Strategic Plans for Romanian line ministries: Ministry of Economy, Entrepreneurship, Regional Development and Public Administration, Ministry of Home Affairs. He delivered training in strategic planning for officials in selected Ministries. Involved in designing the budget programs of the Ministries and the performance framework for these budgets.

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 led by the Ministry of Regional Development and Public Administration focused on drafting methodologies required by Central and Local Authorities to develop quality standards and minimum cost standards. He focuses on the pilot sectors Educations and Health but the projects targets 9 sectors with public services to be decentralized. He led a Panel for Public Utilities Services (illumination, public transport, waste).

Urban Proiect, Romania. Public Administration Expert. Administrative Territorial Reform in Romania, more efficiency in the Romanian local

administration (Romania). Comprehensive analysis of the Romanian public administration structure, including key functions of Central and Local Public Administration and elaborating options of territorial administrative reforms at regional and local levels with the scope of improving efficiency of delivering public services and key legal functions.

Center for Legal Resources. Public Policy Expert. Social reuse of confiscated assets (Romania). He developed a diagnosis for the reuse of confiscated assets in Romania, collection of relevant data for the policy proposal from the different law enforcement agencies in Romania. He contributed to the draft *public policy for the social reuse of confiscated assets*.

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 training courses in project design to representatives from Romanian local public administration.

Jacobs, Cordova and Associates. Public Services Expert. Modernization of Public Services Delivered by Public Administration Authorities (Moldova). Analysis of public services rendered by the central public authorities and developing strategy and outline more efficient and accessible future service delivery mechanisms. He contributed to the *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. Result of the assignment was the **Action plan for modernization of public services in Moldova.**

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). Drafted the Public Policy Guidelines, coordinated four impact assessment initiatives in M.A.I., worked closely with implementation partners, gathered best practices from four European countries with a good administrative reforms track record, policy based governance and administrative simplification.

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 ministerial employees and was responsible for drafting an evaluation study on the impact of the regulatory impact assessment on the business environment in Romania.

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.

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.

Education

- **Ph.D. Political Science**, Evaluation and Performance Management in the Romanian Public Sector
National University for Political Science and Public Administration, Bucharest, Romania
- **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
- 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

Languages

English, very good

French, good

Romania, native

Publications

- Luca, O.; Gaman, F.; Răuță, E. Towards a National Harmonized Framework for Urban Plans and Strategies in Romania, Sustainability 2021, 13, 1930. <https://doi.org/10.3390/su13041930>
- Boteanu, C; Luca,O;Gaman,F;Rauta,E,2020, THEROLEOFTHELOCAL DEVELOPMENT STRATEGIES FINANCED FROM EUROPEAN FUNDS, THROUGH THE LEADER MEASURE - NATIONAL RURAL DEVELOPMENT PROGRAMME 2014- 2020, IN SUPPORTING INNOVATION AND REGIONAL DEVELOPMENT IN ROMANIA, The Journal. Contemporary Economy, vol 5, issue 2, 2020
- Rauta, E, Nicolae, R, Vadim, C, Reuse of confiscated criminal assets for social purposes, Hamangiu Publishing House, 2015
- Rauta, E, 2014, A Decision Making model for Public Management. The existence of a Policy Framework for Performance in Romania, International Review for Social Research, <http://www.irsr.eu/issue10.html>
- Romania Baseline study on strategic planning and Strategic Planning Study and best practices, www.publicadministrationreform.eu, 2011
- Strategic Planning Guide for the Ministry of Administration and Interior in Romania, 2011
- Social capital and job creation in rural Europe, researcher, 2007, Eurofound, <https://www.eurofound.europa.eu/publications/report/2007/social-policies/social-capital-and-job-creation-in-rural-europe>
- Strategic Planning The Reporting Annual Model for Romanian Public Institutions, 2005
- "Energy Sector in România" – Aspen Institute and Romanian American Chamber of Commerce, 2007
- Strategic Overview of Armed Violence Data – Collection and Analysis, Romanian chapter contributor: UNDP/SEESAC www.seesac.org/reports/AVDR.pdf
- "Transparency laws and political accountability. The role of civil society"2005, ECPR, Luneburg University
- Emanuel Răuța, 2004, "Românian tourism: a missed start", evaluation of tourism public policy, Policy Warning Reports, nr 6 August 2004, www.sar.org.ro
- 2004, Best practices in the implementation of freedom of information legislation, GRASP/USAID, Semne Publishing House