



Bucharest, Romania, Sept 2024

EMANUEL RAUTA
Senior Associate

Dr. Emanuel Rauta is a senior policy expert, economist and psychologist, with a vast experience in advising public sector institutions to implement and improve performance management, implement change management, supporting RIA and improving regulations, public services modernization and automation, strategic and operational planning, evaluation and monitoring, stakeholders' involvement, streamlining administrative processes. He is a consultant for the World Bank on topics such as: education; social inclusion and jobs; strategic management and budget planning, management of EU programs (cohesion, recovery and resilience facility of the EU). Since 2006, Mr. Rauta has worked in EU or international projects with local authorities, regional authorities and 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. Also trained in psychology, he is also interested in the organizational behavior and organizational psychodynamics.

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 and a MA in Psychoanalysis.

Professional Background

Since 2024 – Jacobs, Cordova and Associates (International Expert)

A program for the Agency of Public Services of the Republic of Moldova. Functional and technical analysis of the Public Services Agency in Moldova. Project ID No.: P148537 for the e-Governance Agency of the Republic of Moldova. Part of a larger team of a Functional Analysis of the Agency, he had focused on the improvement of key institutional functions and operating models the service related to driving, passport, identity, company licensing, cadaster and land management.

Since 2022 – World Bank (Education Consultant)

M&E expert and Teach evaluator for the Romanian secondary school part of the school drop prevention program (PNRAS) led by the Romanian MoE and supported by the

World Bank in Romania. Preparation and delivery of project management and **school drop prevention training** for Romanian schools financed by EU National Recovery and Redressal Plan. Provided Functional Analysis services for the Ministry of Education for the Romanian Pre-university Sector. Monitoring and Evaluation of Romanian schools engaged in the National program for the reduction of school dropout.

2020 - 2023 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")

2019 - 2022 World Bank
STC public sector expert (program evaluation) Entrepreneurship

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

STC Private Sector Expert - Innovation

Expert of WB in an EU DG REGIO TA aiming to improve commercialisation capacity of Public Research Organisations: "Supporting innovation in catching-up regions". Supported Romanian research authorities, Romanian Development regions North East and North West and key Public Universities (Medicine, Polytechnics) to improve the Technological Transfer capacity and develop programs on research valorization and structured research contracts.

2018 - 2019 South East Regional Development Agency
Public Policy Expert

Conducted the policy process and contributed to the drafting of the National Strategy for promoting bicycle utilization in Romania

2018 - 2019 World Vision
Public Policy Expert

Conducted the policy process and drafted 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

2017 - 2023 World Bank
STC EU Funds Management on Human Capital Operational Programme

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

**2016 – 2023 World Bank
Planning and Performance 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. Support preparation of Institutional Strategic Plans

**2016 - 2019 National School of Political Science and Public Administration
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

**2011 – 2016: 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
Assistant and Project Manager

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.

Selected Recent Projects

Consolidating the institutional capacity of ME to manage the National Program for the Reduction of School Dropout. M&E expert and Teach evaluator for the Romanian school drop prevention program (PNRAS) led by the Romanian MoE and supported by the World Bank in Romania. Preparation and delivery of project management and **school drop prevention training** for Romanian schools financed by EU National Recovery and Redressal Plan.

Functional and technical analysis of the Public Services Agency in Moldova. Project ID No.: P148537 for the e-Governance Agency of the Republic of Moldova. A program for the Agency of Public Services of the Republic of Moldova. Part of a larger team of a Functional Analysis of the Agency, he had focused on the improvement of key institutional functions and operating models the service related to driving, passport, identity, company licensing, cadaster and land management.

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 selected Romanian line ministries. 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).

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 the Management of Performance 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 Psychoanalysis, 2024**
Titu Maiorescu University, Bucharest, Romania
- **Master in Political Communication and Marketing, 2005**
National University of Political Science and Administration, Bucharest
Romania
- **Bachelor of Arts in Psychology, 2023**
Titu Maiorescu University, Bucharest Romania
- **Bachelor of Arts in Political Science, 2002**
National University of Political Science and Administration, Bucharest
Romania
- Personal development councillor diploma
- 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

- Andrei, L; Luca, O, Răuță, E, 2024. Article chapter „Automated vehicles in smart cities: Challenges pertaining to automated and connected transport. The case of Romania” in „Smart Cities: Lock-in, Path-dependence and Non-linearity of Digitalization and Smartification”, **Routledge**
- 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
- 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
- Strategic Overview of Armed Violence Data – Collection and Analysis, Romanian chapter contributor: UNDP/SEESAC www.seesac.org/reports/AVDR.pdf
- 2004, Best practices in the implementation of freedom of information legislation, GRASP/USAID, Semne Publishing House