

# IMPACT OF THE REFORM PROCESS OF THE PUBLIC ADMINISTRATION ECONOMIC AND SOCIAL DEVELOPMENT OF ROMANIA

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## Abstract

*Romanian society is in a continuous process of change in which all the economic, social, political, civic saw a new dynamic in trying to adapt to specific conditions of the phenomenon of Europeanization (full member of the European Union).*

*The changing of Romanian society requires the public administration reform to be analyzed and disseminated on the following levels: strategic - by which to redefine the role of the state clearly, legally - using larger framework laws, organizational - administrative and fiscal decentralization, cultural - following a change of values and modes of action of public officials, non governmental organizations, the citizen / customer of public service.*

*The term administrative reform is trivial, repetitive and recurrent nets into change, public administration reform is invited to constantly readjust the organization and the action and to clearly state objectives, called sometimes the brakes released, blockages to overcome obstacles of the past which is manifested by the upward trend of the society.*

*Public administration is criticized especially by the public and less by governments in office. Almost general belief is that the administration functions poorly, fulfil its mission in an unsatisfactory manner, but nevertheless has an impact too on community life, economy and society.*

*This paper aims to identify the type of problems that other countries have had to solve and the need hierarchy and management combined in a single system. Understanding the types of problems encountered and they do other countries in this process will shorten the learning cycle for Romania.*

*The objectives of this approach is that the critical analysis of the relationship between public administration reform and administrative capacity based on the literature, outlining the operational model to assess the reform process in our country, the study of democratization (the stage of democratization) of public administration modernization strategy approach administrative system.*

**Keywords:** *public administration reform, administrative system, administrative decentralization, public service.*

## Introduction

The overall objective is to analyze the impact of public administration reform process on economic and social development and reducing disparities between regions for economic development, and examining the case of Romania the correlation that exists between public administration reform and improving administrative capacity. To fulfil this objective, provided that activity to develop a synthesis report on the description of public administration reform and administrative capacity based on literature

Scientific approach to research is focused on the following approach, detailed in this study:

- Analysis of specificity in relation to public organizations and private;
- Critical analysis of the relationship between reform and administrative capacity discussed in the literature;
- Evaluation of Romania's administrative capacity in the context of the Lisbon Strategy;
- Report-administrative reform administrative capacity in the context of decentralization and regional development in Romania.

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We believe that development of research on this subject, can not be achieved without emphasizing the specificity of public administration, the system works after a series of principles ("after his own order"), but is influenced by certain developments in society that is integrated. As a tool for action financed by public funds and means by which the State exercises its own functions in the administrative system, decisions are made depending on the particular set of public authorities and not by impersonal market forces.

At the same time, these priorities can be supported by a monopoly state action, on the legitimate use of force and coercion. Although public administration, in a sense identified with the bureaucracy, is subordinated to political power and ideology default party (coalition) learned to lead a company in the world, the 80 showed an unprecedented increase in the role of bureaucracy in economic life social. "Four institutions: this economy, voters, government and bureaucracy forms a closed circle of interaction between politics and economics. Voters assess his performance and economy express satisfaction or dissatisfaction with the ruling party. On the other hand, government and bureaucracy (public administration nn) set economic policy instruments that affect the economy and how to use them."

### Content

A Japanese expert (Micho MURAMATSU) stated in 1982 that, bureaucracy and bureaucrats have become political actors. Bureaucratic power has greatly increased, exerting a major influence in the political systems of industrialized countries, especially in the sphere of decision.

Most programs are influenced by government bureaucrats, they are involved in the legislative process and having control over information. They are consulted in all phases of decision making and are members of various boards.

I plan doctrine, global analysis the question of similarities and differences between public administration and private administration. In this respect were two theses, namely:

- Public administration differs from private administrations;
- Public administration resembles private administrations.

First sentence, with classic character, protects the specific nature of public administration, because it works in general service, is a unit of action of political power and so can not be confused with privately.

This sentence was pushed to the extreme, the French administration, which made a distinction between public administrations and white issue private. State governments have a monopoly on the management functions considered public in nature. Unlike other services are private in nature and even if they provide the state, this is only occasionally, inadvertently, and the state does not take individual private activities is required and if so, must do to satisfy the public interest, public.

However, public administration and political power emanates from the benefit of reserved power of rulers. Thus, it acquires particular powers and privileges, causing her to become one-sided interests, namely: power of unilateral action and unilateral implementation of administrative contracts.

Such an imbalance occurs deep gulf justified interest exists between private and public sectors. There is danger that the administration to act in his behalf and therefore require the establishment of specific legal rules to which they are subject public office. This legal framework should include privileges, and constraints of public administration workers, staff in the private unknown. Tie between public and private is performed according to the task that meets the general interest in their employees, and to make public services can not be treated as private activity, can not be privatized.

However, reality has shown that many of the activities considered by excellent public (education, health, management) have become more efficient through appropriate privatization.

Privatization of public services was, in fact, the generator element of the two concepts, argument that the state identify with private businesses. In this perspective, public administration is nothing more than a company whose organizational structures are identical to those belonging to private institutions. Such a view particularly triumph in U.S. and is justified even by doctrinal guidelines, according to which public-private process of assimilation is subject to democratic imperatives.

Thus, if you want individual rights and freedoms and administrative autonomy is necessary for public services and their appropriate agencies be subject to common law rules. Thus, public administration must carry out their duties, the same quality standards as a private institution.

Near public administrative system is based on private reasons of efficient public sector activities. Rules belonging to private management, and must be applied to public services. Concerns of cost reduction and efficiency enhancement must enter and the public sector. These requirements lead to the identification of public administration and private administrations refusal to delineate public function, the rest of the labour market.

Derogation of common law rules and legislation creating a specific lack of initiative and encouraged the adoption of a passive attitude in public administration.

Often, discussions about reform of public administration in Romania give rise to confusion regarding the meaning of this phrase. Specifically, the reform means more than improving administrative capacity. In short, the answer is that they are two different concepts about public sector organization. However, they are functionally related.

Public administration reform is a broad concept that includes all aspects of organizing the public sector, including the remark: "architecture" general ministries and agencies, organizations and local institutions, systems, structures, processes, motivations, and how their surveillance and periodic adjustment of the system.

On the one hand, administration refers to the way it is formally authorized, ordered and organized coordination of public sector activities and on the other hand, administrative capacity is an assessment of the function of the hierarchical structure of public service personnel, and thus only one of the public administration reform.

However, administrative capacity is essential for reform and for the rule, but as we have shown, is only part of the complex vision of itself can not provide the results expected from a modern administration.

In fact, simply increasing the administrative capacity may be an impediment to getting results, because it depends partly on how it is organized and conducted, and how the staffing and their behaviour on the completion of their duties.

To support the transformation of public administration in accordance with the requirements of the reform process in this area requires a coherent set of measures to be taken in a well defined period in the civil service, which aims to create a professional corps of officers public, stable and politically neutral, in local government by continuing the decentralization/deconcentration of public services and the central public administration by improving policy formulation process.

Administrative hierarchy to combine classical and modern management, creative and results-oriented organization into a unified public sector must change the "architecture" of the overall system, various forms of public sector contract work, roles and functions of agencies, re- systems and internal decision-making processes, modes and levels of participation and inclusion in decision making and policy implementation, targeting systems, performance measurement, resource allocation, accountability, supervision and control, etc..

Public administration reform includes all aspects of state organization and each of them should be checked, tested and, if necessary, adjusted to obtain the best combination of hierarchical structure and administrative capacity and effective management effectiveness and ability to get results and performance . However, management is a key issue, represents a test case and cover all

other aspects as potentially change the entire state and, in a competitive world, countries should follow the global trend as quickly as not to leave the competition.

To support a consistent and coherent reform process in the system, believe is necessary to have a stable network to promote the change process made up of the main actors. In practice, the network can begin their work of reform by trying to develop management capacity, and to find solution for inserting these capacities in existing hierarchies of the state. Step by step, the process identifies the type of problems that other countries have had to deal with each stage and will become the new concerns of public administration reform. In this way, reform will develop in time; the need combined animated hierarchy and management in a single system. Understanding the types of problems encountered and they do other countries in this process will shorten the learning cycle for Romania.

Because of global changes due to globalization and increasing interdependence between states, the traditional model of public administration was seen surpassed, unable to make good relationship between government and bureaucracy. One criticism of the traditional model was the relationship between bureaucracy and political leadership. In theory, the model assumed separation between those who give orders and those who execute. The managerial model, the main feature is that managers are responsible for its performance.

The relationship between politician and manager is more fluid and closer than before. In other words, we deal with an unrealistic formula relationship between politician and manager, but with an interaction. Perhaps one of the major qualities of a public manager is to be a bureaucratic politician, to be able to interact with politicians and outside in a way that is beneficial both for him and for the organization.

In this process, civil servants working with politicians who finally last word, but impractical separation of administration decision-making was finally eliminated. Since the 80s a vigorous public management reform movement arose and spread virtually worldwide. This reform aimed at redefining the role of the state and its relationship with citizens.

The motivation for reform was different from state to state. It comes several possible causes:

1. Lack of trust of citizens in the administration. Met in the U.S. and many Western European countries, facing a drop in confidence in government institutions. As a result they developed a severe anti-bureaucratic rhetoric and criticism of the government apparatus and the size of the state level;

2. Ideology. There and ideological dimension of the transition to reform in some Western countries, marked by the election of conservative leaders like Margaret Thatcher, Ronald Reagan and Brian Mulroney;

3. Democratization. In the fall of communism in Eastern European countries led to a profound political reform, accompanied by reform of public administration;

4. Joining the European Union. Reforms in ex-communist countries were generally followed by a second wave of reforms related to EU integration. and in other European countries to EU membership and its mechanisms have led to reforms in public services;

5. Developing. In less developed countries economic development has been and is priority number one. Under the influence of credit institutions like World Bank or International Monetary Fund, which promotes reform as a prerequisite for development, innovative ideas were spread;

6. Economic crises. Inadequate response to crises often lead states to reform. We mention the failure of the State of Western countries to manage the crisis of the 70s, Latin America repeated crises of the '90s, the economic downturn in Eastern Europe after the collapse of communism.

It can be seen that the onset of reforms have driven many causes, that in many cases there were external factors that favoured reforms (credit institutions, the European Union, etc.), public opinion and political system have come to doubt the ability of administration crisis management past or future challenges.

The word "modernize" used increasingly often in the literature, may mean, firstly, to update, try the recovery of late, moving from a state organization, characterized by inertia, one full of

dynamism, adapted to an environment found in rapid transformation. The upgrade also means adapting to modernity, to adopt modern behaviours, considered innovative in relation to the previous ones.

The question is whether we should change everything through a "reengineering" total public organization. This is not realistic or relevant ... In fact, if we look in terms of responsible public establishments, such upheaval makes sense in the medium and short primarily because their concerns have in mind primarily functioning in the best conditions possible organizations them, and not "flipping and restore the world" every morning.

Of course, sometimes there are radical changes, mainly related to policy options regarding the structure, responsibilities or activities that come to seriously put into question certain ways of acting.

This does not mean that change and modernization of public bodies are inevitably dependent on these moments of rupture. Need to modernize public service come from the fact that, currently, they are subject to increasingly more competitive, and some of their results are open to criticism.

Competition grows with choice owed liberalization that took place in the public sector. As a result, public services must position themselves against competitors and to obtain the adherence of which it is addressed and may be: citizens, users and customers.

Public service, competition operates between:

- Public interest and private interest as public interest is evident even when backed by legal and financial support and is not necessarily applied.

- Between budgets of different ministries and departments when budget negotiations take place. Always question whether priority should be given education, road maintenance, health, justice, army etc., If you must pay more money to invest, or pay for education;

- The different ways in practice, public or private, public missions.

- The different benefits of public services themselves.

Among others, the competition was determined by a series of mutations that emerged in the early 90s in the environment that acts of public organizations, of which the most important are:

- Failure of planned economy countries in providing welfare;

- Globalization of the economy has forced companies; even public ones face the increased efficacy or disappear;

- Currents of thought ultraliberal taking important worldwide and which were translated by condoning systematic critical market and administration;

- Low economic growth has led companies to seek new markets and to not hesitate to take actions that traditionally belonged to the civil service (vocational training, radio, television, telephone, health, etc..)

- Limitation of available public resources;

- Developing exchanges that changed size markets, that once were only regional and national and now became European and even world;

- National and European deregulation reduced protectionist barriers and monopolies;

- Reduction of natural monopolies due to technological developments;

- Transfer of power from national to the local authorities;

- Development of power consumers and producers;

- Information and education to allow a better knowledge and appreciation of the offers available;

- Democracy which allows expression of a greater number of expectations.

These mutations of the external environment of public service must add their criticism results as:

- Weaknesses strategy and management of public organizations;

- Bad initial materialization of social intentions.

Since the 70s, especially Anglo-Saxon economists and sociologists have questioned the public intervention.

- First, they believed that public organizations are not incited to reduce the permanent and full, all production costs.

- Second, the rigidity of public services created Organizational inhibit their adaptation to a world of increasingly complex. Their status as one of their employees, was designed to protect people against the corruption of elites and the advantages it could obtain a social group over another. However sometimes became an obstacle to change.

- In addition, precariousness of employment has a majority of employees in the private sector emphasized the gulf which separates the officers, whose jobs are secured and increased demands that they have to public service employees.

- As noted, public service is in the core of the welfare state. Times, concerned social intentions in these projects were not always materialized and are subject to much debate today, and the conception of social justice that should take.

Equal Republican motto is inscribed in the constitutive principle of citizenship in a democracy.

It guarantees the right to an identical treatment of all people, to be provided by formal rules. In this vision is still very much based procedures and action of the French model of public services, like those in our country. Either this formal equality is deeply criticized the actual results obtained, advancing the following arguments:

- The principle causes that reduce bureaucratic functioning civil responsibility, favouring routine and ultimately lead to unmet user needs.

- Trying to ensure equal treatment throughout the territory, the principle means of public service to be based on the local environment to improve service.

- The ultimate criticism stems from the fact that equal rights does not lead to its democratic goals. This school has maintained the myth of democratization of knowledge and equality of opportunity, while all studies have shown that the origin family are crucial for explaining educational success.

The question is if you have to replace the concept of equality with equity. Egalitarian growth model assumes a uniform manner of legal or social rights reduce income inequality, development of social benefits for all.

This model is in decline. Actual results were not always consistent with the original intentions. In addition, new needs with increasing aging population and exclusion of a part of the population. To this is added and the stabilization of public resources available.

Hence the idea of moving to an aspiration towards equality confusing to a thorough reflection on the notion of justice. Without going into detail, an important aspect deserves to be highlighted, namely the justification of inequality in society.

According to the principle of distinction, advanced by J. Rawls, social inequalities should be those who would most benefit the most disadvantaged.

That tends to legitimize differentiate users and to identify groups likely to benefit from the best possible social treatment. Under these changes, public service agencies are concerned. They see small herds, a part of his public dissatisfaction, some abandoned their roles, loss of monopoly. They fear privatization, and therefore very book shown to a certain type of modernization that does not work in strengthening the public service. Many of them join the private enterprise model, which considers the profit motive with its consequences in terms of jobs. They do not see why public services, whose mission is to attend the public well, would be to behave like businesses, since they do not share the same objectives.

They do not see why they required certain techniques, which ignore the peculiarities of their organization. Generally, these agents of the public still do not see the need to take into account the public on the grounds that they themselves are representatives of general interest and both are experienced technicians.

Economic transformations, geopolitical, technological, legal environment that acts of public services, but their criticism results (poor management, poor social intentions materialize concerned) have challenged the traditional way public services work.

Recent research in the public sector indicates considerable interest in TQM (Total Quality Management) as a way to increase performance.

The premise is that quality production and services are central to strategies for important public and private management. The problem is how can be adopted "TQM" in the public sector, which is his way. Certainly the road to quality is not one. This can be achieved by adopting management philosophy that matches the distinctive competence.

In one sense, TQM is a management philosophy and a set of principles designed to be used in an organization for continuous improvement. In this context, two major dimensions: measuring and participation, both to make basic changes in work processes and implement, to support improvements.

Measurement and participation correlate with internal and external requirements. Thus, to identify four common elements:

1) Measurements internally focused (statistical process control to identify quality output while setting variations, etc..)

2) Measurements focused on the outside (measurements for customer satisfaction, consumers, citizens with quality production and services).

3) Internal team and participating in group work, work involving labour organization in new avenues of improvement, improvement, re-manufacturing, services and other processes of work organization.

4) Participation of overseas contractors, including suppliers involved in manufacturing, services, or "partnership" to ensure quality of output. However, the public sectors there are three obstacles to implementation of TQM or access to quality:

a) Opposition to managerial work;

b) Conflict between the budget and personnel management policies;

c) Barriers of improving the quality, on the one hand, and innovation processes / reengineering, on the other.

Romanian society is in a continuous process of change in which the entire economic, social, political, civic saw a new dynamic in trying to adapt to specific conditions of the phenomenon of Europeanization (full member of the European Union).

The democratic system imposed by integration into European structures is functional (in terms of rule of law in Romania) when the economy and successful record as far as it develops a democratic spirit in social mentality.

As a result of accession to the EU, Romania was forced to reconsider its entire institutional structure to be able to meet the needs of implementing the *acquis communautaire* and after the challenges associated membership.

Most literature on the Europeanization present situation of the EU Member States and the impact they had on the membership structure of national policies and institutions. Heather Grabbe presents five categories of Europeanization process that affected and / or affect the Member States: models - models of legislative and institutional money - aid and technical assistance, setting standards (benchmarking) and monitoring, counselling and twinning (twinning); access to advanced stages of negotiation and accession process (gate keeping).

In the specific case of Romania, the need for institutional reform was obvious but the size and complexity of the Romanian public administration, together with late reform measures led to a delay in the effective administrative structures, able to cope with EU membership.

Dynamic and efficient ongoing process of institutional reform will enable the transformation of the Romanian public administration in an organization who could take over the obligations and rights arising from membership of the European Union.

Public administration can not be reformed in a short time. It is a long term process that must be implemented by several governments consecutive, in a difficult environment, competitive and constantly changing.

The structural and functional modernization of public administration in Romania starts from the need for better operation of central and local organizations and esteemed being generated four categories of reasons: economic reasons, technical reasons, sociological reasons and institutional reasons. The changing of Romanian society requires the public administration reform to be analyzed and disseminated on the following levels:

Strategic - which to redefine the role of the state clearly;

Legal - by using larger framework laws;

Organizational - administrative and fiscal decentralization;

Cultural - following a change of values and modes of action of public officials, non governmental organizations, the citizen / customer of public service.

Implementation of reform policies in public administration will consider the following conditions:

- Define the legislation creating and organizing a public authority of the principles of communication, transparency, effectiveness, accountability, participation, consistency, proportionality and subsidiary and regulation enforcement mechanisms;

- Segregation of responsibilities between public authorities - public policy, finance and public service delivery;

- Introducing a simple and clear mechanism under which the policy be developed and implemented programs, projects, action plans and bills;

- Separation of policy making level of the implementation;

- Fixing the number of civil servants in relation to the definition of public service and a quality standard for this service;

- Monitoring and evaluating the effectiveness of reform measures applied.

Democratic and effective governance is the main purpose of all attempts to reform public administration. Public administration is a vast field, characterized by problems and different approaches that generated significant debate in the theoretical and academic focus primarily on compatibility concepts of innovation, knowledge transfer and best practices in public administration.

Administration is often presented as stationary by nature and incapable, in essence, keep pace with changing requirements, different approaches a government strategy which places a large scale between perception positive and highly negative image of the bureaucracy.

Research in the field of administrative reform are closely related in recent years by promoting a new type of "management" or "leadership" in the public sector tends to question the fundamental assumptions underlying the function of traditional bureaucratic administration (Metcalf, Richards, 1990).

The main component of the new trends mainly refers to:

- ethics that leaves managers free to coordinate, perform and administer the issues;

- implementation of explicit criteria and performance measures;

- significant weight given to the control results;

- increasing competition due to fixed-term contracts and public tendering procedures;

- to adapt the typical private sector management;

- introduction of discipline and control resource use.

Administrative organization of the territory is to, study and determination in the state geographically, a rational distribution and efficient human activities in relation to natural resources and needs of local communities.

Delimitation of constituencies territory governments have to consider interests of traditional politico-administrative, economic and socio-cultural population. In this way, can be done in a

consistent, public administration. Administrative doctrine in recent years established three principles of territorial public administration organization, namely:

- Principle of centralization;
- Principle of deconcentration;
- Principle of decentralization.

These principles are trying to solve the two trends that are manifested in the governance and administration of a country: unity and diversity.

Trend is of national unity and is determined by the need to live in community. The trend of diversity (decentralizing) corresponds to diversity and a social group is determined by the geographical and historical considerations. It requires specific measures for each social group.

Centralization is the fundamental principle of organization of local government and consists solely dependent on local authorities by the central bodies. From a legal perspective, the central decision makers are only applicable in the territory, and local authorities have only their execution competence.

Principle (s) concentration is actually a form of centralization and consists in recognizing the State agency, distributed throughout the country, a certain power. Basically, there are centralized at any time, because on the one hand, central government agencies are hierarchically subordinate, on the other hand, decisions are attributable solely to the state. In broad terms, we can say that deconcentration is an administrative legal regime is between administrative centralization and administrative decentralization, as a centralized decentralization distorted or weak.

What a centralized approach is that local power holders are elected by local voters, but appointed by the centre. What a decentralized approach is that local power holders, although appointed by the centre, they have the competence to solve local problems without having to submit them for this purpose, the hierarchical superior of the centre, but they are subject to its control and forced to documents comply with their supervisor.

If deconcentration, local public authority remains part of central hierarchical system. Decisions on competence of local data are taken from the central authorities in hierarchical power. The central authority to give orders and instructions to local authority decisions are going to take, given the right to control how their execution.

So, deconcentration lies near the site of application of State policies. A demobilize means to distribute more than actions performed by the state administration from the national conception of these actions and territorial level of execution of the same actions. The territorial state, prefectures, counties both directions and county services are not legal entities; they represent only deconcentrated state administrations.

But the principle of decentralization requires the existence of local people, community designated territory, their attributions, speaking in management and administration "business" community. Decentralization as a social phenomenon signifies a fundamental process of moving power from centre to periphery. He generates a lot of effects, in synthesis, include:

A. regrouping of power relations in the local environment, which becomes the centre of gravity of the administrative process;

B. location and the intersection of these relationships cause a specific administrative system that supports local power;

C. local agencies are no longer simple executors of directives from the central administration, but they gain strategic capacity for action;

D. decentralization policy generates transfers of competence, strengthening determine the activity and development of local solidarity, creating a new framework around which the various local stakeholders will be encouraged to mobilize.

The conception of the French model, demands national unity leading to a restrictive interpretation of decentralization, being considered, and finally a "means of struggle" against the

central power. The English concept, however, decentralization is a broad NRTI could understand that self-administration ("self government").

Local administrative freedom to decide and act on own initiative and responsibility, is the key feature of local governance. Administrative decentralization process means not only replacing a central decision-maker at national level with a local one, he profoundly changed the terms of reference and objectives are chosen based options and decisions. Administrative decision is, in this context, since they take the product of complex interactions with the local environment. Inserted in a certain hierarchy, local agent at the same time manifests itself as a component of political and administrative environment, which maintain mutual exchange and reversible.

The decisions he takes are product specific variables of local origin, which proves to be the central administration sometimes unable to perceive them and take them into account.

Decentralization of public administration is also a corollary of democracy. It means the administrative organization, which represents the organization of constitutional representative democracy. All these traits are, according to Max Weber's claims, the expression of a streamlining public administration, a sign of modernization.

The administrative-state model can enhance overall system efficiency as the central public administration can focus their attention on priority issues of national interest, leaving the management of local competent other.

## Conclusions

Europeanization not confused with other concepts such as convergence, harmonization, integration and policy formation. Europeanization is a process, while "convergence is a consequence of it". The Europeanization should not be confused with the harmonization process, which reduces the diversity of regulations, providing a model of action. In contrast to harmonization, Europeanization leaves open the idea of diversity. The outcome of Europeanization can be variety of regulations, competition sharp or distortion of it. Europeanization is not the same with political integration. Political integration is considered to be one that gives the appearance and development of the process of Europeanization.

Location of public life, the meaning affirmation administrative decentralization and local autonomy development, allowing for a wider participation and political involvement excise citizens.

In this context, decentralization is a convenient framework for education policy, because the citizens are more involved in management and initiate their own localities, which fosters better understanding of political and administrative problems which arise at the national level.

Separation between the powers acquired by the administrative authorities and the central pool reflects the decentralized level of administrative deconcentration. Of course, decentralized regional structures designed to keep the centre reported the situation on the ground and centre to execute orders.

The fact is that the two terms should never confuse decentralization assuming a power-sharing between state and local, while the deconcentration rule and not to share power, but he is closer to citizens by installing on-site specialized services furnished with certain autonomy.

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