

## LOCAL PUBLIC ADMINISTRATION'S PERFORMANCE IN ROMANIA

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*Abstract: The objective of the paper is to apply the theoretical principles of performance evaluation in local public administration to the practical work of Ilfov County Council. To achieve this objective, the theoretical aspects necessary for the case study are presented. The concepts of efficiency, effectiveness and economy in the public sector, the factors influencing these concepts, and their control and evaluation are analysed in the paper. Performance management is presented at both general and specific levels. Indicators are used to measure the performance of a public service. Performance indicators are useful tools for decision-makers and officials involved in public policy-making in central government, as they give them a detailed (and close-up) picture of the existing situation and allow them to adapt their initiatives to the realities of the moment and set feasible and measurable targets. The stages of the decision-making process are presented, as well as the analysis of the performance of the local public administration activity within the Ilfov County Council from the point of view of the theoretical aspects presented above. To this end, the Council's strategic objectives, the decisions taken to achieve the objectives and the way in which they are achieved in both quantitative and qualitative terms are presented. The paper is based on a study of public administration legislation and on articles and treatises. The type of research is APPLIED, and in terms of objectives it is a DESCRIPTIVE RESEARCH. Considering that I will use efficiency, time and qualitative and quantitative indicators, the research will be PLURIDISCIPLINARY but equally QUANTITY TYPE RESEARCH. As the data analyzed will reflect the evolution of the indicators in view, we will have a DIACRONIC RESEARCH located at the international level, being at the same time a DOCUMENTARY research. In view of the considerations set out above, the theme chosen for the research is very topical.*

*Keywords: public administration; indicators; performance; decisions.*

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### **The performance of the local public administration**

*Efficiency, effectiveness, economicity in the public sector*

Efficiency means "maximizing the results of an activity in relation to the resources used" (Legea nr.94/1992, 2009, art.2, lit.g). The notion of economic efficiency is dealt with in two-way and two-way practice studies:

- a. Performance as a particularly good result of some activities;
  - b. maximum effect of some activities in relation to allocated or consumed resources.
- In order to be able to analyze the activity in the public sector in terms of efficiency, efficiency must be understood and considered as a result of the influence of several factors

such as economic factors, political factors, cultural factors, legal factors and, in particular, the human factor. Public managers need to take into account that if efforts can be strictly dimensioned, effects, especially social ones, are difficult to determine and can't be fully predicted, the activity of public administration being carried out in a social context subjected multiple influences.

Since efficiency can be quantifiable (economic effects) and non-quantifiable (social effects), public managers must consider both forms and the fact that they can have both present and perspective dimensions. The human factor is the key element of public sector performance and performance and is the main coordinate of the size and especially the quality of public sector activity. Among the direct non-quantifiable elements but having multiple consequences on performance in the public sector, an important place occupies the efficiency of civil servants' work. In the public sector in Romania the human factor is one of the most neglected resources, the consequences of this situation leading to major negative effects. Efficiency "is the ratio between the result obtained and the means employed, in economic terms the ratio between output (what comes out) and input (what comes in)" (Matei, 2006, p. 194). Efficiency consists in getting the most possible results with the resource level or with a lower one.

Efficiency in public sector organizations exists when they deliver and deliver the appropriate public services in terms of quantity and quality, ensuring the correct management of all resources according to established levels. A public institution is effective when it manages to accomplish its mission and goals with planned or lower costs. The efficiency of the activity of the public administration authority is reflected in (Costea, 2000, p. 57):

- the quality of the administrative act;
- competencies, ability to work and exercise of duties;
- the capacity of local authorities to solve public policy issues in a timely manner.

Issues related to staffing in the public administration have direct influence on the level of efficiency of a public institution and its ability to fulfill its socio-economic mission for which it was created and operating. The efficiency of public management in general and of a public institution appears as a direct result of the professionalism with which the public managers manage to harmonize in the processes of management and execution the general coordinates of the thinking of the political representatives of the administration transmitted to be applied in the public sector and the mission social activity of the public institution operating in a certain social field, whose specificity is given by the content of the needs determined locally and which the institutions serve.

Efficiency means "the degree of achievement of the objectives scheduled for each activity and the relationship between the projected effect and the actual result of the activity concerned" (Legea nr.94/1992, 2009, art.2, lit.f). Efficiency "refers to the ratio between the result obtained and the objective to be achieved" (Matei, 2006, p. 192). Efficiency consists in achieving the objectives defined by public managers. This concept implies, on the one hand, the prior definition of an objective and, on the other hand, the measurement of the obtained result. It consists in the fact that the performance of the public administration is directed to the proposed goals, solving the public problems by a legal way and it also consists in achieving at the highest level the objectives defined by the public managers, which can be measured by the impact that the achievement of the objectives it has its customers.

Efficiency directly influences efficiency and is a human attribute that has its source in the personality, knowledge, reason of public officials, and in their relationships. Androniceanu defines effectiveness as "the whole process of achieving an expected, planned, desired outcome. Efficiency is the quality of producing the expected effect " (Androniceanu, 2008, p. 329). Without efficient and effective staff, it is not possible to organize rationally and efficiently the public sector, efficiency and effectiveness being essential and indispensable features of the civil servant's work. Without these characteristics, the work of each individual public servant would have negative influences on the overall activity of the institution and would jeopardize the public interest.

Raising public managers' attention on human performance will positively influence the efficiency of the use of material and financial resources and the overall efficiency of public institutions and authorities. The value of public sector institutions and authorities lies not only in the material or financial means at its disposal, but also in its human potential. Economy is "minimizing the cost of resources allocated to achieve the expected results of an activity, while maintaining the appropriate quality of these results" (Legea nr.94/1992, 2009, art.2, lit.h).

Estimation of economy is done by using well-defined criteria, such as:

- the existence of adequate and comprehensive regulations on the organization and functioning of the activities in the audited areas;
- allocating sufficient funds and at the optimum time for organizing and functioning in good condition of public services;
- the existence of a price limit set in a given domestic policy;
- comparing a price charged in a previous transaction;
- Comparison with the average value of the "cost" indicator achieved by similarly performing entities.

The Court of Auditors carries out an "independent assessment of the economy, efficiency and effectiveness with which a public entity, program, project, process or activity uses public resources allocated to meet the objectives set." (HG. 1/2009, 2009, art.181, alin. 2). Performance audit is an independent assessment of how an entity, program, activity or operation functions efficiently and effectively, while respecting the economy. Audit of performance does not necessarily require concurrent analysis of "3E" - economy, efficiency, effectiveness.

### **Control and evaluation of public sector efficiency**

Controlling and evaluating public sector efficiency are complex issues, sometimes generated by the impossibility of quantification of outputs or the precise and clear non-formulation of objectives. In this context, G. Hofstede makes an analysis of the types of control based on the four defining elements of an activity, which he formulates as four questions (Nicolescu et al., 2003, p. 253):

- Are the objectives pursued in the course of the activity unambiguously known?
- Are the results of the activity measurable?
- Effects of decisions can be known (by the hierarchically superior level of control)?
- Is the activity repetitive?

Based on these four benchmarks, six forms of control of the management of an economic activity, which can be used in the public sector activity (Table 1), are recommended.

**Table no.1 Forms of control of economic activity management**

The situation	Answer to question				Types of recommended control
	a	b	c	d	
1	YES	YES	YES	YES	Routine check
2	YES	YES	YES	NO	Control by experts
3	YES	YES	NO	YES	Control based on "test and error"
4	YES	YES	NO	NO	Control "intuitive"
5	YES	NO	NO	NO	"Subjective" control
6	NU	NO	NO	NO	"Political" control

(Nicolescu et al., 2003, p. 253)

"Routine control" is the type of management control currently performed in a typical organization: the objectives pursued are specifically formulated by the hierarchically superior level; the results, the level of touch of which indicates the degree of achievement of objectives, are perfectly quantifiable; decisions made by managers produce easily observable effects, and work involves an undefined repetitive process (eg, the set of goods and services being made is relatively stable). The control performed by an expert applies if the activity of the public undertaking is not repetitive. Control based on "test and error" is recommended in situations where it is not possible to see precisely what quantitative results are due to the manager's decisions and which are generated by changes in the environment in which the public enterprise acts.

If the activity is not repetitive, the difficulty of conducting effective control increases, and the only solution is to entrust it to a person who is not necessarily an expert in the field, but rather to have a sufficient public consideration to entrust his task of evaluator ("intuitive" control). "Subjective" control refers to a situation that presents the well-known issue of a priori inexistence of univocally defined and quantifiable results that allow the measurement of the activity being carried out. If the answer to all four questions is negative, the only possible form of control is "political" control.

### **Performance management**

Performance can be defined by both results and behavior. The explanatory dictionary of the Romanian language defines "performance" as a result, as being particularly good. Developments over the past 20 years in public management have broadened focus on performance and measurable results. There is today in modern management of the administration a complex set of tools, methods and techniques where performance orientation is not just a slogan but the main framework on which decisions are based are implemented and then measured results and distance from the expected. The word "performance" is the bearer of an ideology of progress, effort, always to do better, and means to continually improve the parameters of the service provided both in terms of effectiveness and efficiency, but also taking into account the needs and expectations of citizens. The idea of performance means achieving a high standard of service, reforming or improving the methods and procedures used, such as involving beneficiaries, staff and higher hierarchical levels.

Performance includes all of the elementary logical steps of the action, from intent to actual outcome. This should not only be tracked and measured, but should be managed with four variables: cost, quality, time and organization. Performance management involves getting

the best results from the organization, teams and individuals through knowledge and performance management. It is a systematic approach based on continuous processes of planning, evaluation and measurement of results, in line with its strategic objectives. The basic premise is that the achievement of the desired results leads to the achievement of the objectives of the organization and to ensuring its performance (Matei, 2012, pp. 5-8). Performance management must be understood as a continuous process, reflecting normal management practices, and not as special techniques imposed on managers. Its conceptual framework includes terms such as "performance management", "performance", "performing organization".

Since management is the set of methods and processes for defining objectives, training and control in the service of the quality of external benefits and the ways of internal functioning, the management is interested in the public organization. In the opinion of specialists, there is a strong managerial move that seeks to transform more or less the public sector through the following four major mutations (Matei, 2006, p. 181):

- from a central administration on its own operation to an open administration;
- from a procedural administration and submitting to a responsible administration;
- from a vertical administration, where everything is commanded by the hierarchical pyramid, to a transversal administration, existing in the network;
- from the administration to the administration with results.

Management has a two-dimensional aspect, on the one hand, of the "macromanagement" that corresponds to the management of the organization, and on the other hand, the "micromanagement" that makes the system of relations between the manager and the employee.

**Table no.2 The levels of analysis and action**

		Define objectives	Organization	Allocation of resources	Training	Control
"Macro" Organization Leadership	=	Strategy The organization's project	Assignment of missions coordination	Budgeting Allocation according to priorities	Internal communication Update work methods	Evaluation of results Driving activities
"Micro" Manager Employee Relationship	= /	Individual objectives	Defining the function Delegation	Conditions and means of work	Individual conversations Motivation(+) and (-)	Appreciation Results Assistance Sanction

(Matei, 2006, p.182)

Performance can be assessed by reference to national standards applicable to all service providers or local standards used by the local government alone.

## General Managerial Performance

### *General methodological and managerial performance*

A first performance refers to the degree of organization management's awareness. This is expressed quantitatively by the number of systems, management methods and techniques used at a given moment for the exercise of management processes and their functions and qualitatively - in the manner of their methodical operationalization. This performance depends on the degree of participation and involvement of managerial tools in the

management processes, which is given by the number and weight of managerial systems, methods and techniques that managers use to perform each function. To these will be added the competence of the managers, which is given mainly by the managerial knowledge possessed by the managers of the three organizational echelons of the organization.

*General decisional performance*

The degree of decision-making of the organization's problems is a performance that can be determined as a ratio between the number of decisions adopted at the organization level and the number of problems it faced within a certain timeframe. Another performance is the degree of decision-making, which is determined by the actions initiated in the field led to the implementation of decisions. This performance indicator is determined on the whole of the management and on the organizational echelons.

*Overall information - management performance*

This performance represents the degree of satisfaction of the informational needs of the top, middle and inferior managers, determined as a ratio between the amount of information provided and the amount needed for each manager. At the same time, the satisfaction of the information needs of the contractors, determined by the same algorithm, is also considered.

*Overall organizational performance*

It can be delineated as the degree of procedural assurance of the objectives assumed for a certain period, which highlights the extent to which the delimitation and dimensioning of the work processes satisfy the claims imposed by the five categories of fundamental objectives, derivatives I, derivatives II, specific, individual. In the same context, the degree of structural and organizational coverage of the work processes involved in achieving the objectives is considered (Verboncu, 2005, p. 18). In order to achieve the objectives, work processes, found in different forms of aggregation, are required in the procedural components (functions, tasks, tasks, tasks), and a properly structured structural-organizational framework is necessary for their proper development. Any procedural component must have a structurally-organizational support that is properly delimited for it to be exercised. Failure to comply with these correspondences inevitably leads to the failure to achieve the objectives.

**Specific Managerial Performance**

a. Methodological and managerial performance. The most important performance is the quality of managerial tools. This is highlighted by:

- the opportunity to call and use a particular management tool (management system, method or technique);
- the integrity of the requested system, method or management technique, for the proper use of all its components, and any truncated approach being sooner or later disappointed by the failure;
- observance of the specific methodology of operationalization of the chosen managerial tool;
- the synchronization between the requirements and requirements of the chosen management system, method or technique for promotion and use, on the one hand, and the competence of managers and executors directly involved in their operation;
- the synchronization between the managerial tools employed and the management functions in which they directly participate in the exercise.

The second methodological and managerial performance is the quality of the design, operation and maintenance methodologies of its management and its components. This is reflected by:

- respecting the specific phases and phases of managerial design / redesign as the fundamental premise of the success of such a complex, strategic approach and a pronounced innovation;
- taking into account the specifics of the applicative environment (the process or structural organization or components at which it is operationalizing);
- the correspondence between the content of the methodology, the requirements and requirements imposed by its application and the competence of those operating it; it is very important for the methodology, regardless of complexity, to be understood by managers and executors, so that application proceeds quietly towards performance;
- the opportunity of the design / redesign methodology, highlighted by the application period; it is very important to operationalize the methodology in an optimal timeframe, when the change, modernization or improvement of a domain is necessary.

b. Decision performances. The most important performance is the quality of managerial decisions. This can be highlighted by:

- scientific substantiation - assured, on the one hand, by the existence and capitalization of relevant information on the problems to be solved and, on the other hand, especially in the case of strategic decisions, the use of appropriate managerial tools for substantiating and adopting decisions, depending on the decisional situation in which the problem to be solved falls;
- empowering the decision - given by the actual involvement of the person or persons having the necessary authority (decision-making power or right to decide in a particular area);
- it is assumed that the decision-makers have the knowledge, skills and aptitudes needed to harness the official authority assigned to the post, ie they have the personal authority required to solve the problems they are facing;
- the appropriateness of the decision - namely, the adoption and enforcement of the decision within a timeframe considered optimal; any overshoot makes the decision adopted unnecessary. Thus, it is preferable for a less substantiated decision to be adopted in the optimum period than a superior decision taken outside it;
- integration into all microeconomic decisions implies, firstly, the outlining of objectives, belonging to the organizational system's fundamental system (fundamental, derivative or specific). Secondly, a horizontal correlation is needed in the sense of harmonizing decisions made by managers on the same hierarchical level regarding complex decision-making issues that require the presence of multiple compartments;
- the proper formulation of the decision, ie the retrieval of the following parameters in the text (responsible for it is the decision-maker): (expressed explicitly), the decisional objectives, the modalities of implementation, the necessary resources, the date of adoption, the date of application, the place of enforcement and the decision-maker.

Also, the quality of the decision-making mechanisms (decision-making acts and processes):

- the opportunity to substantiate, adopt and enforce decision-based decisions or decisions. The premise of such a qualitative parameter is the typological framing of the adopted decisions. Only the current decisions are the consequence of the decisional acts,

in their adoption being necessary, the experience, the flair, the talent, the intuition of the manager (the decision-maker);

- the observation of the methodology specific to the strategic tactical decision-making processes, that is, the recapture of some representative stages, without which the quality of the "finished product", ie the decisions taken and its efficiency, suffers;

- the quality of the parameters of the acts and the decisional processes, ensured by: the competence of the decision-makers, individual and group; with reference to their knowledge, skills and aptitudes (personal authority); realism of decisional goals; the accuracy of decisional criteria; substantiating decisional variants; realism of consequences / decisional results;

- the synchronization between the hierarchical position of managers (decision-makers) and the types of decisions adopted, known as the extremely high variety of decisions taken and the equally diverse decision-making of managers;

- the correspondence between the decisional requirements of each management function and the decisions taken (the decisional intensity of management functions).

- correspondence of the functions of the organization - decisions adopted (decisional intensity on functions). Given that the exercise of managerial functions affects process components (work processes found in different aggregation formulas, from tasks to attributions, activities and functions), it is very important to give them a distributed attention in relation to their importance in the organization's economy and contributing to the achievement of the various types of objectives.

- correspondence official authority - personal authority (competence granted - competence in fact);

- correspondence between the typology of decisions and the content of trends in management and its major components.

c. Information performance. The quality of information is a fundamental requirement that is ensured through:

- realism, respectively, the use of information that faithfully reflects the situation of the organization and its contextual environment;

- multilateralism, ensured by the approach of phenomena and processes, prism of some aspects of economic, technical, social, etc. and their retrieval into the information;

- dynamism, in the sense of highlighting the processes of work in their evolution;

- opportunity - recording, transmission and processing of information in a timely manner, thus ensuring effective decision making and operational processes;

- adaptability - the quality of the information circuits and flows is evaluated according to the length, content and costs of the information transmission. The quality of information procedures can be highlighted by: the quality of information handling tools and the quality of informational situations (documents).

d. Organizational Performance. These performances relate in particular to procedural organization and structural organization. The process organization can be evaluated by the accuracy of the delimitation and dimensioning of the procedural components (tasks, tasks, tasks, functions). Structural organization can be assessed by: accuracy of delimitation and dimensioning of structural components.

Practically, the work processes, delimited in tasks, attributions, activities and functions, can't be exercised, and the fundamental objectives, derivatives I, derivatives II, specific and individual, can't be achieved unless the structural and organizational components are



delimited and sized accordingly: positions, functions, compartments, hierarchical levels, hierarchical weights, or organizational relationships. Significant are posts and compartments (no matter what their name), where work processes take shape.

Correlation to hierarchical levels - hierarchical weights, implies shaping even more balanced dimensions of leadership rules for managers located on the same hierarchical level. The flattening of the organizational structure, which requires a reasonable number of hierarchical levels to allow a fluency of information (shorter information circuits and information flows) and, on this basis, a rapid information of managers and executors involved in substantiating and adopting decisions and actions. The quality of organizational relationships is dependent on the constructive and functional characteristics of the organization and the type of organizational structure adopted. It would be desirable for the structure of organizational relations to be oriented towards functional and functional relations of cooperation, much closer to participatory management.

The degree of functional specialization of positions and compartments is a criterion of organizational performance, which implies a certain procedural endowment of these two structural components. An exaggerated specialty at the level of postures may generate their routine occupants in everything they do and, in time, even inefficiency. The quality of the organizational documents is another important quality parameter in the appreciation of the organizational system. It assumes that the organization and operation rules, organization chart, job descriptions and job descriptions faithfully, procedurally and structurally reflect the organization, departments, functions and positions of management and execution. Mobility-stability correspondence is an asset of any type of organizational structure, insofar as it allows the operation of changes whenever needed, without, however, substantially disrupting the normal operation of the organization (Verboncu, 2005, pp. 16-19).

### **Performance and quality of public services**

Broadly speaking, public services are defined as "assemblies of persons and things created to meet a public need by a public body subject to its authority and control" (Alexandru, 1999, p. 293). Over time, citizens' claims to the quality of public services have increased. They refuse to be treated as mere consumers and prefer to be seen as customers in the context of supply and demand also in the public services sector. This position changes the very meaning of the concept of public service, for which every citizen has an obligation to contribute in the form of taxes and duties, which is transformed into services for the public. As in any private or public enterprise, in order to ensure the success of its missions, the traditional concept of public service must be changed, with emphasis on quality and diversification.

The management of public services, unlike the production of goods, is more complicated due to the specificity of their realization, namely (Nicolescu et al., 2003, pp. 202-203):

- public services are intangible, have immaterial expression;
- public services are not storable, so there is simultaneity between the moment of production and consumption;
- public services are interactive, requiring the active presence of the consumer at the time of their production;
- public services have a low capitalization rate.

Performance management of service quality highlights two fundamental issues:

- How do we measure and evaluate the real level of performance?
- How do we make the performance measure a weight and how do we ensure the performance?

Both are issues that relate not only to service standards, but rather to performance management. However, there are a number of difficulties in measuring performance.

The overall objective of performance management is to continuously improve quality, efficiency, and effectiveness by focusing on the results and consequences of public services in relation to internal processes. Quality in public administration is both an engagement and a challenge. Quality requires efficient services, as well as a personalized relationship with the public and greater satisfaction with the requirements of the public. Quality is measured by the absence of mistakes, omissions, defects, complaints and misunderstandings when appealing to the entrepreneurial spirit and creativity of civil servants, placing citizens and consumers of public services at the heart of the administration's activities.

Making transactions with public institutions should be simple and agreeable, and not pretentious and disagreeable. Pleasant character covers several qualitative aspects of a service, such as the politeness with which the client is treated or the degree of comfort and cleanliness in public offices or public transport. Simplicity is a fundamental aspect and a series of initiatives on service quality have as their primary objective the administrative simplicity. Thus, the forms should be easy to read and understand, and working with a public institution should not be likened to an obstacle course. Performance information should be used constructively to increase performance and not to establish guilty for poor performance.

Reporting performance indicators and metrics involves questions such as: What should you relate to and with whom? Who should be reporting? and What form should the report embrace? The following classification of different types of performance information can be made (Matei, 2006, pp. 197-200):

- customer information - these are information that allows the customer to evaluate the content - quantity and quality - of the service and possibly to choose;
- management information - these are relevant information only for the organization's internal management that provides a basis for correcting production processes, content, etc.;
- information from control bodies - these are the information that enables the decision maker to evaluate the results and impact of a service in order to be able to make possible changes to the strategy or programs.

For performance to count, a mechanism of performance or service agreements may be applied, possibly with financial penalties if the performance of an organization does not reach the required level. In such cases, the system of remuneration of managers and functionaries can be applied according to performance. Public recognition through public praise or awarding prizes and certificates can motivate staff (work done in EU countries). Some countries pay attention to performance through agreements between institutions and ministries, others practice a bottom-up approach to implementing service quality initiatives and pay less attention to how to prepare and motivate first-line officials to improve service quality. Service quality initiatives may require improved physical working conditions, but also the physical appearance and presence of civil servants, greater flexibility of the work program, important factors in motivating staff.

Another aspect of the performance management system is the right to complaints and redress. This system may increasingly involve appeals against administrative decisions or the establishment of equal rights, rather than complaints about the quality of a service.

In conclusion, in any organization efficiency is a priority and obtaining economic and financial performance is the result of general and specific managerial performance. Management and exercise should not be regarded as an end in itself but as a factor in enhancing the efficiency and effectiveness of an organization. An efficient management provided by professional managers is absolutely necessary to achieve great performance.

### **Measuring the performance of a public service**

Performance measurement means the permanent process of monitoring, evaluating, and reporting on how programs or activities are carried out at all stages of their deployment.

Performance appraisal in service organizations is a prerequisite for any effort to improve the management of local public services. This allows for strengthening the control of local public authorities on the management of public services, assuming the responsibility of managers and executors for the quality of decisions and how to implement them, fostering the transparency of public interest activities and collaboration with the beneficiaries of the public services offered.

Performance appraisal in public services is based on the following:

- correctly identifying the needs of the beneficiaries / users;
- determining the objectives and programs related to the identified needs;
- achieving a quality of services close to the needs of citizens;
- ensuring the best productivity and the lowest price of services.

The stages of design and management of a performance evaluation and monitoring system are (Matei, 2012, pp. 7-8):

1. Guaranteeing management commitment;
2. Delegating the responsibilities (leaders or staff) of managing / coordinating the efforts of the development department of the Performance Indicators;
3. Selection of departments / activities / functions for which performance indicators will be developed;
4. Identifying goals and objectives;
5. Conceiving indicators that reflect relevant activities to achieve goals:  
focusing more on the quality of services and outcomes than on contributions and workload;  
the inclusion of a small number or too many indicators;  
request the contribution / endorsement of those with execution and management functions;  
identifying beneficiaries and focusing on service delivery;  
examining regular surveys of citizens, service recipients;  
inclusion of effectiveness and efficiency indicators.
6. Determining the desired frequency of reporting on activities;
7. Delegation of responsibility for data collection and reporting;
8. Delegating centralized responsibility for receiving and monitoring data and for sharing views;
9. Regular audit of activity data;
10. Incorporating an appropriate benchmark in activity analysis;

11. Linking the performance appraisal system with important decision-making processes (eg. goal setting, policy making, resource allocation, employee improvement and remuneration, program appraisal);

12. Continuous improvement of performance indicators;

13. Incorporate selected indicators into population information reports.

Public service performance is measured using various indicators, grounding feedback and determining decisions about improving organization performance or designing new parameters.

Monitoring and evaluation are two essential steps in measuring and analyzing the results obtained from the expected results. Within these processes, the transition from the traditional control-based approach to the approach based on data and information-gathering is measured to measure performance. Monitoring and evaluation are correlated and interdependent processes. Monitoring is "the periodic collection and analysis of information in order to substantiate the decision-making process by those empowered, ensuring transparency in decision-making and providing a basis for future evaluation actions" (Moraru et al., 2009, p. 21). It is necessary to use the relevant information gathered from the monitoring activity in the elaboration of the evaluations. The accuracy of the data obtained from the monitoring process requires a systematic and careful collection of the data. In order to analyze the performance of the public service in relation to the goals set, there must be a set of indicators.

The indicators are:

- Quantitative - expressed in numerical or percentage terms;
- Qualitative - can measure perception, can help describe behaviors.

Establishing clear, concrete and measurable objectives and results / results helps to establish easy-to-measure performance indicators. When setting indicators, account must be taken of the clarity and univocity of the links between the indicators and the purpose, objectives, and results. Also, when establishing the indicator system, the specificity of the selected indicators must be considered (they must match the purpose for which they were developed). The information may be of different relevance for different users, so we can have the following typology of performance information, namely:

- „customer information (these are information that allows the customer to evaluate the content - quantity and quality - of the service and possibly to choose),
- management information (they are relevant only to the internal management of the public organization, which provides a basis for the correction of production processes) and
- Information from control bodies (information that allows the decision maker to evaluate the results and impact of a service in order to make possible changes to the strategy or programs).

Performance information should have a precise target and be easy to evaluate, accurate, concise and formulated in clear and direct language. In order to be used in monitoring and evaluation processes, indicators should be relevant, useful, sustainable and verifiable. The relevance of the indicators is their ability to measure the programmed results as fully as possible; the utility is to be provided at regular intervals and to be used by public authorities; sustainability consists in the possibility of using long-term and minimum cost indicators and the verifiability is related to the possibility of controlling the quality and consistency of input and output data in the process of calculating the indicators.

Key characteristics of the indicators can be summarized as such (Matei, 2012, pp. 9-11):

1. Measurability - indicators must be expressed in a form that can be measured. Even though the indicators are qualitative, they have to be elaborated in a measurable form;
2. Validity / Availability - they must be accessible either to the purposes they measure or to the time available to achieve certain goals;
3. Realism - indicators need to be set in a realistic way, closely related to the way the goals are formulated. There is no need to set complex, vague goals, expressed in a metaphorical form, because they can become unmeasurable;
4. Planning in time, just like each goal or outcome, each indicator must have a timing, duration, period;
5. Clarity - the indicators must be clearly defined, their interpretation be simple, with the possibility of showing trends of evolution (ascending, decreasing, constant);
6. Reliability / Precision - Measuring the indicators, the data used, must be reliable.

Indicators must also meet the following conditions / requirements:

- a) be appropriate / match policy / strategy;
- b) to be clear from the analytical point of view;
- c) the data needed for the measurement to be accessible / simple / comprehensible / verifiable.

The main types of indicators are:

Basic indicators are used to compare the results / effects of similar public policies. These are easy-to-measure and monitored indicators over longer periods of time. Basic indicators reflect the established priorities and provide information on the direct and indirect consequences of a particular public policy. In Romania there are two main types of basic indicators:

- a) Administrative indicators show government action in an administrative and managerial way, as well as planning capacity, utilizing the resources available to achieve the objectives.
- b) Performance indicators are formulated to assess the real impact of public policy at an economic, political, social, and environmental level. Specific indicators may be used according to the sector in which public policy is formulated. In order to measure the achievement of the results of the public policy implementation or the strategic plan of the institution, it is necessary to establish the performance indicators. Performance indicators measure the relationship between objectives and outcomes in a performance and impact / impact monitoring and evaluation system, while administrative indicators measure the resources and activities of the public authority. Performance indicators are useful both when assessing policy outcomes and when assessing their impact - the long-term effects of policy and how the objectives originally proposed were achieved. Performance indicators may be general or specific.

Generic performance indicators are those indicators that need to be taken into account whenever public policy is monitored and evaluated. The main overall performance indicators are:

- 1) Indicators on resources and activities (input indicators) - encompass all the resources allocated to each level of public policy. The role of this type of indicators is to provide information on available resources (human, material, financial). Monitoring of resource indicators is necessary to have a picture of the quantity of resources in each phase of the policy;

2) Result indicators (output indicators) - are indicators related to the activities undertaken and measure their direct results. Output indicators are measured in monetary or physical units;

3) Result indicators are related to the direct effects of public policies. Provides information about changes in the behavior, ability or performance of their direct beneficiaries. These indicators may be of a physical nature (reduction of travel times, number of road accidents) or may be economic / financial (lower transport costs).

4) Impact indicators refer to the consequences of public policy beyond the effects on direct beneficiaries. There are two types of impact concept definition. The specific impact that occurs after a period of time but which is directly related to the actions taken and the overall impact that is a long-term effect affecting a significant part of the population.

Specific performance indicators are indicators whose application differs from one policy to another and from one sector to another. The main types of performance-specific indicators are: macroeconomic indicators and analytical indicators.

Analytical indicators are those indicators that measure the relationship between resource allocations, proposed outcomes and resource allocations, and the results obtained. This type of indicators are used to determine how best to obtain the least resource outcomes - analytical indicators are used to determine the effectiveness of government action.

The main categories of analytical indicators are: Economic Indicators, Efficiency Indicators - Cost and Productivity Efficiency Indicators, Efficiency Indicators and Quality Indicators:

- Economic indicators measure the correct and efficient use of allocated resources. This type of indicator is used only to measure the quantity of resources allocated for a policy. However, in some cases, improving economic indicators may entail lowering the quality of goods and services produced by not always reducing the quantity of resources allocated leading to efficiency.

- Efficiency indicators measure the relationships between the results obtained and the resources allocated to them. Efficiency indicators take into account both the costs and the productivity needed to obtain the result.

- Efficacy indicators measure the extent to which the public institution has succeeded, through the results of its policies, to attain its established objectives, responding to the main challenges posed by society and the needs of citizens. Efficiency indicators allow analysis of the relationship between the results of public policies, policy goals and citizens' needs.

- Quality indicators measure service quality, being a type of assessment / appreciation that describes the services provided to citizens and institutions in terms of customer speed, availability, rate, continuity, quantity and satisfaction. This type of indicator measures the quality of products and services compared to established quality standards. This means that service standards must be established and approved in advance in order to make appropriate measurements.

By minimum quality standard (HG nr.961/2009, 2009) we understand that is the lowest quality standard that applies to a service provided to citizens and meets the requirements of the law. The values of the minimum quality standards and the related objectives shall be specified for each category of direct beneficiaries.

The quality standard is a service statement and will normally act as a reference in the organization and operation of services. It can also be used to check whether the service has been provided as requested, but standards must be made in a way that can be customized.

Performance indicators may be set to measure the performance of the service provider as well as to verify that the services provided comply with the standards described.

Cost indicators can be set to monitor the cost-effectiveness of the service as well as the cost / efficiency ratio of the service compared to the result indicators. Result indicators measure the impact of the service on the beneficiary.

The process of determining performance indicators is a complex one, precisely because public services are somewhere on the border between competitive logic and social logic, which requires a balance.

## **Performance Indices**

### *Performance indicator – Quality and efficiency of public services*

Measuring performance in public institutions and services through the systematic use of performance indicators is a step towards public administration reform that brings with it an additional rigor and transparency of the work of these structures, which is so necessary for the public sector in general. One of the common features of the Southeast European states after the fall of communism is the lack of practice of planning and setting development and investment priorities (Sevic, 2003, p. 8). Not only Romania has this feature, but also other countries where planning was a very common term, but mostly applied by central public authorities.

Performance means continuous improvement of the parameters of the service provided, both in terms of effectiveness and efficiency, but also the needs and expectations of citizens. For this purpose, the idea of performance involves achieving a high standard of service (not just getting the lowest cost), reforming or improving the methods and procedures used, but also actively and creatively involving the beneficiaries, staff and higher hierarchical levels (Cf. Office of the Deputy Prime Minister, 2005).

Performance can be assessed by reference to standards established at national level and applicable to all service providers or local standards used by the local government alone. Those in the first category must be limited to areas or aspects considered strategic at a given time (eg waste recycling); the others may be established in any area of significant importance to the local community concerned. This separation reflects the fact that often the needs of local communities are different and therefore the actions taken must be adequate. However, before designing a performance measurement system, it is absolutely necessary to define the priorities for each local community. The document that represents their source is the local development strategy that can address the entire activity of local government or specific areas. The policy objectives set out in the strategy are derived either from national targets for areas under local responsibility or from the needs of the respective community. They should be (SMART): specific; measurable; suitable; realistic; delimited in time.

The performance measurement system is part of the local development strategy and quantifies the degree of achievement of its objectives. The system uses indicators, measurable factors that show to what extent the objectives have been achieved. The development of the strategy and the indicator system are the first steps in the implementation of a performance measurement system, according to the following steps (Sevic, 2003, p. 69):

- defining the strategic plan;

- choice of indicators;
- choice of collection methods;
- performance management plan review.

Stages of design and implementation of a performance measurement system in the public sector:

- As far as the nature of the indicators is concerned, the literature identifies two categories: those defining the different concepts of performance, and those through which it is determined what is measured in concrete terms.
- If in the first case there is a rather general typology of the classification of performance indicators, in the second case it practically follows what is being pursued when a system of performance indicators is being built.
- Proficiency indicators are categorized by two key concepts, namely, those who can effectively measure those performances (those that are quantifiable), and those who have the capacity to develop the application of concepts to the scope (where we want to use them on a general or special basis).

Categories of performance indicators:

- effectiveness - the level to which a particular product or outcome meets the requirements;
- efficiency - the level to which a particular process produces the result according to the requirements with minimum effort;
- economics - the level of minimization of the cost of the resources allocated to achieve the expected results - while maintaining the appropriate quality of the results;
- quality - the level at which a particular product or result meets the expectations of the beneficiaries;
- deliver on time - if a unit of product or the result has been done correctly and on time;
- productivity - value added to process related to labor or capital value;
- cost benefit - the ratio between the costs incurred and the benefits obtained, if there is a profit, an advantage;
- utility – the ratio between the cost and the utility.

*Types of performance indicators:*

Input - the amount of resources used to produce a particular product, resulting - eg. the number of specialized personnel working within the social assistance service, the average cost of one km of mountain county road;

Process - the amount of work required to produce a certain result - eg. number of households served, number of beneficiaries of public service;

Output - the amount of services or products made over a certain period of time - eg. km of county road modernized (result);

Outcome – events or changes in conditions, behaviors or attitudes that indicate progress towards the mission or objectives of the program - The number of persons with an economic and social impact, the modernization of the county road, the percentage of respondents who classify the quality of the public service (Sevic, 2003, p. 38).

A balanced system of performance indicators should include as many indicators as possible, with the focus on measuring the impact of the public service provided. They



indicate the effect on the beneficiaries of public services and are usually measured by their degree of satisfaction. As a general assessment of the frequency of use of different types of indicators by local public authorities in Romania, it can be said that input indicators are predominantly used, indicating the quantity of resource used, in this category most often the financial indicators are used. These indicators are not relevant to measuring the performance of local government. Without underestimating the importance of the financial data that must be included in any public policy impact assessment analysis, it should be stressed that the use of result and impact indicators also means bringing the beneficiaries of the services at the same time, of the concrete effects that the amount of resources (input) on the members of the local community (output and / or outcome) produced.

Measuring the impact of public services may, however, be a difficult effort, as variables that have produced a certain effect can not always be accurately identified. For example, more programs, sectoral policies and interventions of both the central public administration (the ministries responsible for traffic and transport) and local ones (local public authorities that manage roads or streets can contribute to the increase of the traffic flow in a municipality) and public transport in common). At the same time, the effect of the measures is recorded over time, over several budget years, which makes it even more difficult. An ideal system of measuring performance in the public sector should reflect as fully as possible how local authorities manage to exercise their responsibilities.

Thus, the performance indicators should represent each area of activity of the local government, have the so-called "objective" assessments (generally the indicators referring to the financial and staff resources), but also the "subjective" ones which aim at assessing the satisfaction of the beneficiaries of public services), collected both by quantitative and qualitative methods. We consider it very important to know the opinion of the citizens about the quality of the public services that they benefit from; the surveys can indicate the deficiencies in the activity of the providers, the needs or particularities of certain areas within the territorial-administrative unit, as well as the degree of satisfaction with the activity of the local authorities. In practice, performance indicators, as the case may be, and those included in the research of the Institute for Public Policies are limited, from the elaboration stage, to the precarious level of internal management of statistical data from the public administration in Romania.

Existing reality cannot be changed overnight, but the application of a policy that combines incentives with penalties, data collection can become, in some years, a permanent and systematic practice so that performance measurement is possible. Measuring the performance of public institutions or providing public services is one of the most commonly cited objectives of any government reform program or strategy.

The usefulness of such an approach appears to be unambiguous, but practice is so difficult that most of the time the goal remains at the desideratum. However, decision-makers, policy-makers, civil society and even citizens have resumed the subject with obstinacy, seemingly more mobilized by each failure, to show that this commendable approach to quantifying the results and eventually the impact of resources used to produce good public is possible. Performance indicators can become particularly useful tools for mayors interested in systematically monitoring and evaluating the work of subordinate structures and communicating progress to community members. Performance indicators can become particularly useful tools for local community members to determine whether local elected representatives meet their expectations or promises. Performance indicators can become

particularly useful tools for any local elected, civil servant or citizen who wants to compare the state of affairs and the evolution of their own administration with those of other localities. They can also become useful tools for locally opposed politicians in the field of ongoing evaluation and monitoring of the mayor's work, and to publicize the failure of the mayor if necessary.

Performance indicators are useful tools for decision-makers and officials involved in public policy-making in the central public administration, as it provides them with a detailed (and close) view of the existing situation and enables them to adapt their initiatives to the realities of the moment and to set up feasible and quantifiable targets. Despite all these arguments, measuring performance in its simplest form, systematically collecting statistical data, seems to be still unknown even for some local governments at county level municipalities. Often, the justifications provided by local government representatives for the general lack of information were that, once the management of a service was delegated, their responsibilities were reduced to a minimum, operators assuming the obligation to deliver it at the parameters specified in the contract. The responsibility of developing development strategies and programs, monitoring the performance and control of operators' activity remains with the local public administration authority irrespective of how the service is managed (Lambriu and Mărgineanu, 2004, pp. 10-50).

### **Case study. Performance measurement in local public administration. Performance of county and local counselors' work**

#### *Decisions of the county council of ILFOV – activity's performance*

The County Council is an authority of the public administration, established at the level of the county, with the role of coordinating the activity of the municipal, town and municipal councils, in order to realize the public services of county interest. It operates on the basis of the principles of local autonomy and the decentralization of public services. Structure of the County Council - it consists of the county councilors, elected by universal, equal, direct, secret and free vote expressed in the conditions stipulated by the law (the number of the members of each county council is established by order of the prefect, according to the number of the inhabitants of the county - NIS on January 1 / July 1 - the previous election) (Legea nr. 215/2001, 2001, cap. VI). The activity of the County Council of ILFOV is based on Law no. 215 of 2001. Thus, the 30 elected councilors were validated and took the oath, of whom 2 vice-presidents and one president were elected. 7 Specialized Commissions of the Council were structured as follows:

- Budget, Finance, Bank, Prognosis and Economic Studies Committee;
- Commission for organization and urban development, public works, architecture and administration of the public and private domain of the county;
- Public Service, Social, Trade, Privatization and European Integration Commission;
- Education, Health, Family, Social Protection, Child Protection, Sports, Recreation and Tourism;
- Local, legal public administration commission, defense of public order, observance of citizens' rights and freedoms;
- Culture Committee, Preservation of Historical Monuments, Cults and Minorities;
- Committee on Agriculture and Environmental Protection.

The meeting of the County Council shall take place at ordinary quarterly sessions and in extraordinary sessions whenever necessary at the request of the President of the Council, at least 1/3 of the members of the council or at the prefect's initiative. The adoption of the Council decisions and the provisions issued by the President are made according to the provisions defined by the Law no. 215/2001, through the exercise of its duties performs the operative management of the public administration at the county level. We can say that the mission of the specialized apparatus of the County Council is:

- the precise and effective satisfaction of the requirements and expectations of the public;
- Improving the external appreciation of public services offered;
- performing transparent processes and activities and keeping them under control;
- functioning in accordance with current legislation;
- improving the transparency of decision-making;
- effective bureaucracy, geared to the demands of the public;
- increasing the efficiency and quality of administrative work;
- discouraging the possibilities of corrupting the system and employees;
- ensuring the integrity, impartiality and effectiveness of public authorities and institutions.

The assumed objectives of the County Council of ILFOV (Consiliul Judetean Ilfov, 2020, p. 6):

- Increasing the role and functions of cities and municipalities in the development of the regions - it is a priority for the development of the county and is registered in the National Strategy for Regional Development (Investments that support economic growth, environmental protection, improvement of urban infrastructure and social cohesion). For the implementation of the projects for the increase of the role and functions of the cities and municipalities at the county level, 4 decisions of the council for their approval are required.
- Increasing energy efficiency in the public sector - 20% reduction in CO2 emissions, in line with the Europe 2020 Strategy.
- Increasing the accessibility of regions by improving regional mobility and providing essential services for sustainable and inclusive economic development.
- Regenerating deprived areas and fostering social inclusion of marginalized communities by creating the necessary premises to ensure these communities with essential services and decent living conditions.
- Increasing regional economies by developing specific innovation and research infrastructure and boosting the competitiveness of SMEs.

The strategic objectives of the Ilfov County Council (Consiliul Judetean Ilfov, 2020, pp. 7-12):

- Strengthening Ilfov's competitiveness in the context of the neighborhood with Bucharest;
- Increasing the quality of life for the residents of Ilfov County;
- Ensure a high degree of mobility and accessibility for residents and the business environment in Ilfov County;
- Increasing institutional capacity to improve the quality and timeliness of the administrative process.

The competence of the County Council in achieving the objectives proposed by the decisions is visible in the table below. Among the decisions adopted by the County Council, those that were in line with the proposed projects include: financing, setting up, structure, allocation of resources for the established objectives.

**Tabel no. 3 Performance of the County Council of ILFOV**

Crt. Nbr.	Decision of the County Council	Number of decisions	Project achieved	Year	Projects established through the development strategy	Year
1.	County council decision	15	5	2016	78	2016
2.	County council decision	28	27	2017		2017
3.	County council decision	23	23	2018		2018

(Consiliul Judetean Ilfov, 2020, pp. 7-12, official website)

Activity performance can be defined at the institutional, group, or individual / individual level depending on each situation we refer to, the measurement is different depending on the methods and techniques that can be applied. As far as the County Council is concerned, its performance can be related to the number of decisions it has taken over a period of time if the results obtained following the adoption of these decisions have led to the achievement of the proposed projects and established at the beginning of that year. Even if certain Council decisions are the result of a procedure deriving from the legal framework, the Council for the adoption of the budget, etc.

A special role is played by the legislative initiative that the counselors have shown during one year, which were given by the council after the legislative initiative, considering that it is the "driving force" of the administration at the county level. The performance of county councilors can be highlighted at the level of all counselors, at the level of political advisory groups or at individual level. As for the individual performance of local counselors, we can perform a performance interpretation based on the following criteria:

- attending Council meetings;
- the number of decisions adopted (as the counselor voted);
- legislative initiative (even if the law requires a certain procedure);
- the objectives of the County Council - if by the exercise of the vote in the council it agreed the established objectives;
- time – 1 year;

The council's decisions on projects are not as large compared to the total number of decisions taken in one year. In 2015 out of 15 given decisions, only a quarter of the projects were completed, which shows us the performance of the counselors was not that good. The following year things are different. Of nearly 30 decisions, around 90% of the projects have been finalized. In my opinion, it is a real success. The progress of the county council in terms of performance is visible. And in 2017 things were as good as they were. In fact, fewer decisions, but the success rate was 100%. Since the strategy was implemented by 2020, the local council has three years to meet all the general objectives set out in the strategy. There are almost half of the implementation, and at the pace of 2016 and 2017, I believe that by the end of 2020, almost 80% of the objectives will be met, which is a real success given the bureaucracy in the Romanian public administration.

### **Decisions of the Local council of Chitila – Activity's performance**

The activity of the Local Council is regulated by Law 215/2001, republished, on local public administration, with subsequent amendments and completions. Thus, the 17 elected councilors were validated and took the oath, among them the deputy mayor of the locality, who also retained the status of local councilor. Within the Local Council were established 3 Specialized Commissions of the Council, as follows (HCL nr. 76/24.06.2019):

- Commission for economic and social development programs, budget-finance, city and public administration of the city, agriculture, urban management, environmental protection, services and commerce;
- Commission for Education, Health, Culture, Social Protection, Sporting and Recreational Activities;
- Commission for local public administration, legal, defense of public order and peace of citizens' rights.

The meeting of the Local Council takes place during the ordinary monthly meetings and in extraordinary sessions whenever necessary at the request of the mayor of the locality or at the prefect's initiative. The adoption of Council decisions and the provisions issued by the mayor shall be in accordance with the provisions laid down in Law 215/2001, republished, on local public administration, with subsequent amendments and completions, and through the exercise of its duties, perform the operative management of the local public administration. In order to fulfill the attributions provided by the legislation in force, the mayor of the city is served by a specialized apparatus. Depending on the specificity of the tasks, the mayor organizes his specialized apparatus in organizational structures, respectively, services, offices and compartments.

These organizational structures of the mayor ensure the fulfillment of the attributions of the local public administration authorities established by law and other normative acts, as well as by their own decisions. The mayor's specialty apparatus is organized according to The Local Council Decision, which also approves the organization chart and the state of affairs. The local council adopted by decision a plan of measures and actions to be taken in order to achieve the objectives of the development strategy of the locality. In these circumstances, we can say that we have a measure of the performance of the local public administration management insofar as the objectives included in the development of the locality have been materialized in measures and actions that are well-timed, the sources of financing identified and prove their sustainability. The adoption of strategic tactical decisions (the most important in the organization's economy) requires a specific methodological approach, namely a complex decision-making process, structured in several stages.

**Tabel no. 4 The stept of the decision process**

Crt.	Stage	Content
I	Defining the decisional problem	It defines as comprehensive as possible the strategic - tactical nature of the organization, whose decision - making has a considerable influence on the field
II	Establishment of decisional objectives and criteria	The objectives and the decisional criteria are clearly specified; we take into consideration the categorical system of objectives, the correlations with the other domains of the organization, the influences of the environmental variables

III	Specifying decisional variants	It defines the main ways of achieving the decisional objectives, respectively the decisional variants.
IV	Choosing the optimal option (deciding)	Choose the variant that meets the requirements of several decisional criteria and ensures the achievement of the foreseen objectives; the decision-making tool intervenes, depending on the complexity of the problem, the degree of substantiation of the decision depends on the quality of the decision-making methods and techniques used.
V	Applying the decision	Actions are being taken to operationalize the decision, which involves appropriate steps in the field.
VI	Evaluation of the decision	Comparing the results obtained from the application of the decision with the expected objectives to determine the effectiveness of the decision, implicitly of the causes of positive or negative deviations.

Decision-making can be found in decisions and mechanisms to substantiate, adopt and apply them. The management decision is the product of simpler or more complex decision-making processes, conditioned by several elements: the individual or group decision maker, the existence of the decisional objective or objectives, the existence of the plurality of decisional variants, the plurality of decisional consequences, the existence of the environment. Following the adoption of the plan of measures and actions, decisions of the local council were adopted aiming at the achievement of the stated goals in the development strategy. The performance of local management can be determined from this point of view by analyzing the proposed objectives and the achieved objectives: the number of decisions of the local council that were adopted for the accomplishment of the planned actions, but also the objectives achieved.

The mayor of the locality, as a city manager, can analyze it from the point of view of achieving the proposed objectives; thus, the mayor coordinates the specialized apparatus in order to meet the objectives of improving the infrastructure, ensuring a favorable socio-economic climate, providing the educational and health infrastructure, as well as increasing the living standards of the city's inhabitants. The following table shows the stage of implementation of the actions included in the Plan of Measures and Actions approved with the "Sustainable Development Strategy of Chitila City, Ilfov County 2014-2020" together with the observations detailing the realization / not realization:

**Tabel no. 5 Implemented projects**

Nb	Actions	Finished	Observations
1	Rehabilitation and modernization of school units	Yes	The schools in the locality have benefited from the financing provided by the Ministry of Education for rehabilitation: the electrical and sanitary facilities were upgraded, the wood carpentry with PVC joinery with thermopan windows was replaced, they were thermally rehabilitated;
2	Building a kindergarten	Yes	In 2016, the so-called ECO kindergarten, a modern kindergarten, where children benefit from all the conditions, the kindergarten built with European non-reimbursable funds;
3	Rehabilitation and modernization of Chitila Cultural House	Yes	The building of the cultural house was modernized with funds from the local budget: the electrical installation, the sound system was replaced, the carpentry was replaced, the building was rehabilitated, the fencing was restored

4	Organization of exhibitions and communications, editing of informative materials in order to promote the local and national cultural heritage.	Yes	There are quarterly communication sessions attended by representatives of the local administration, the general school, members of the community but also invited: Ilfov County Directorate
5	Arrangement and endowment of space for emergency service	Yes	In the building in which Chitila City Hall is located a space for the emergency service was arranged; a person who has as his / her attributions the coordination of the voluntary service for emergency situations has been contracted with a labor contract; by decision of the Local Council the composition and attributions of the voluntary emergency service were established; the issue of equipment is not resolved: specific equipment is purchased for service members and the annual procurement plan foresaw the purchase of a backhoe loader and a motorized pump
6	Building a Hospital.	No	The feasibility study has been carried out, the location is identified, but the source of financing is not established
7	Ensuring the conditions for carrying out an appropriate activity of the sanitary units	Yes	With funds from the local budget, a building with the destination of "Dispensar" was built in which the family physicians working in the area of the village operate; also in the same building was leased a space for carrying out activities of a pharmacy;
8	Organization of qualification courses in various construction jobs, so that all those working in the field know the technological novelties, the national and community legislation in the field	Yes	The City Hall has organized free training courses, as well as identifying the target group members, training courses, SOP HRD courses.
9	Maintaining the viability of the road network through repair, maintenance and periodic maintenance, capital repairs and upgrades	Yes	Starting with 2007, the plan for maintenance of the local road network was approved by decision of the Local Council; as well as maintenance works are also done annually on the out-of-town roads that serve farmers to reach the agricultural land;
10	Extension of the water supply system of the Youth Quarter II and III.	No	The feasibility study for the extension of the water supply system has been carried out, being in the stage of obtaining agreements and approvals from the competent authorities
11	Establishment of the sewerage system of the youth districts II and III.	No	The feasibility study for the establishment of the sewerage system was carried out, being in the process of obtaining the agreements and approvals from the competent authorities
12	Establishment of natural gas supply system for youth districts II and III.	No	The feasibility study was carried out and submitted to the Ministry of Economy for the start of the concession procedure
13	Modernizing and expanding the public lighting network through European funds. LED	No	The feasibility study and the light-tech audit were carried out. The project must be deposited on the Mysmis platform by August 30th in order to obtain funding

	break light to reduce CO2 emissions.		
14	Arranging selective waste collection points in Chitila.	Yes	The collection points were arranged; the collection of household waste will start soon
15	Arrangement of the Chitila sports hall with the platform and tennis courts	Yes	Chitila Sports Club in the Chitila Sports Club with tribune, tennis courts, modern heating systems, locker rooms, etc. was rehabilitated.
16	The Chitila dendrological park	Yes	In the city center was set up a park with a total area of 4000 sqm, with funding from PNDL( National Program of Local Development).
17	Construction of a new headquarters	No	In order to replace the current headquarters with a new one, the new school must be built to use the old school and to modernize it.

(City Hall Chitila, 2014, pp. 20-50)

### **Conclusions and proposals**

The industrial revolution since the beginning of the last century has led to the development of production capacities, the replacement of certain man-made operations with specialized machinery and equipment, the management role has increased greatly, it is becoming more and more important for the level of industrial production (normalization of labor, normalization of executed operations, necessary costs, production flow, etc.). Each production structure has contributed to the structuring and implementation of various management models (methods and techniques specific to the object of activity), management has gradually come to be present in all social spheres as well as in all known structures and organizations regardless of object of activity. Nowadays globalization is a reality, this process has had a great influence on the structure of the management of the organizations, the competition and the concentration of the managers' capabilities for profit has led the management to a series of transformations, its evolution is very complex (in some situations even very technical, depending on the specificity of the activity).

Management has greatly expanded its forecasting component in order for an investment to be secure, for a given area or sector, a series of forecasts and estimates of that situation.

Managerial performance in public administration is highly conditioned by the influence of the political factor, management is the one that has pushed the political decision maker to be more realistic than the performance needs in the administration. In order to unify the concepts applied in public management at the national level, we could take a first step by creating a network for the transmission of information between all local government structures in our country (between all city halls and local / county councils / CGMB), to be connected with the central specialized authorities (service that can be implemented by specialized structures of the state). This would bring many advantages, of which I will list a few, namely: better communication; accessing information in real time and timely; correlation of databases; checking the performance of local governments; quick and accurate intervention to solve problems; assessment of limit situations; increase transparency.

As a prognosis for public management - I can say that in 5 years at the latest it will overtake management innovation in the private area, development and management initiation started



from the private area, and the administration area will lead it to the most powerful development he has ever known. As a first step in public administration development, it can be the new SICAP auction platform (Electronic System of Procurements). This platform is simpler to use and is based on reducing waiting times in terms of accessing the platform and initiating a direct purchase, auctions, etc. As a public servant in the field of public procurement it is very important that the managers of all the departments of a public institution communicate permanently with the procurement department this being an active compartment and always subject to the risks.

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