ROMANIA 2035

COMPLETE GOVERNING AND IMPLEMENTATION PROGRAMME

Operational Plan 2027-2035

Cheaper to live. Cheaper to do business. Cheaper to govern.
Preparing Romania for the success of the decades ahead.

September 2026

European obligations and lawful implementation

The programme integrates EU duties into existing reforms, with a public register, owner, deadline and evidence. Binding law, funding conditions, recommendations and proposals are separate. Overdue duties receive immediate remedies; the 100-day programme does not extend statutory deadlines.

Lower bills connect to renovation, clean heating and accessible mobility; water, forests and nature protect agriculture and health. Existing services track access for vulnerable children, people with disabilities and rural communities. Migration and asylum have a lawful pathway distinct from diaspora return.

Fiscal Lock respects the EU net-expenditure path. The RRF is tracked for closure and continuity of existing commitments, with no assumption of new grants beyond its deadline. Finance verifies funding and recurring cost; the Fiscal Council provides independent assessment.

Implementation preserves university and local autonomy, property, judicial independence, data protection and competition. The 60/40 rule applies to eligible revenue from future programmes under lawful terms established before funding. Accelerated deadlines do not suspend environmental assessment or public rights. Statutory inventor remuneration precedes the 60/40 distribution of eligible residual proceeds.

Document status

This is the consolidated and authoritative Romania 2035 governing and implementation programme. The derivative products - the executive summary, public plan, first 100 days, presentation, governing contract and strategic reassessment - explain or sequence this programme, but do not replace it.

The basic rule is to use the existing framework before building a new one: we do not create an institution if an existing one can deliver with a clear mandate and data; we do not create a programme if an existing instrument can finance the outcome; commercial investment uses private capital/financial instruments first; grants remain for public goods, vulnerability or demonstrated market failure.

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Mandatory design rules

- Every measure has an owner, delivery institution, deadline, cost/source, legal route, data, KPI, risk and continuation gate.
- Projected savings and revenues are not spent before they are realised and verified; permanent spending requires permanent funding.
- Every intervention is tested for its multiplier effect on households, firms, state capacity, investment, R&D and risk.
- The justified termination of an unviable project is a form of protecting public money.
- Rights, due process, data protection, competition, State aid, procurement and EU/NATO obligations remain design constraints.

Executive summary - why the programme can change governing capacity

Romania 2035 starts from a coordination problem: money, laws, institutions and programmes often exist at the same time, but their outcomes are not connected. The programme turns government into a portfolio of systems that use the same data, the same administrative capabilities and the same investments to produce multiple outcomes.

The programme's strength is its multiplier effect. Transport opens up housing and employment; childcare and elder care release labour capacity; firm power attracts industry; dead assets become land and R&D; university research produces skills, managers and IP; shared services allow small localities to access specialists they could not employ individually.

Fiscal discipline is built into the mechanism. EU funds and private capital are used before placing additional pressure on the budget where the instrument fits, and savings become funding sources only after certification. The goal is for better services and a lower cost of living to be compatible with fiscal consolidation, not financed against it.

In the first 12-18 months, expected results are primarily administrative and visible; in 2-5 years, economic and regional; in 5-10 years, structural. No point macroeconomic estimate is treated as a promise before modelling and an independent baseline.

The seven systems

System	Components	Outcome
A. Productive State	Government as a Platform; once-only; Process Inventory; shared services; STS/ADR; AI; Delivery; Audit	Greater administrative capacity at a lower unit cost.
B. Opportunity and Capital Engine	Opportunity Platform; map; Marketplace; Portfolio Builder; EU Liaison; Fast Permit; blueprints	Turns needs and assets into investable, financeable projects.
C. Human Capital and Labour Capacity	Education; leadership; childcare; elder care; mobility; housing; skills; diaspora	More people can work, and graduates can contribute and lead.
D. Research and Innovation	Applied Research Missions; interdisciplinary teams; TTO; IP; equipment sharing; reinvestment	Knowledge → prototype → customer → company/export → new research.
E. Energy and Industrial Capacity	Generation; grid; storage; flexibility; Value-per-MW; Mine2Value; dual-use	Firm power converted into productive investment and resilience.
F. Territorial and Sectoral Development	Romania Recovers; Complete Communities; AgroIntel; Short Supply Chains; tourism; water	Land, assets and regional resources converted into services, jobs and capital.
G. Fiscal Credibility and Reinvestment	Fiscal Lock; spending reviews; certified savings; pay modifiers; compliance; capital gates	Keeps the systems sustainable and recycles gains into investment/R&D.

Second-order multipliers

Multiplier	Interaction	Effect
Opportunity-to-Execution Accelerator	Opportunity Platform + Productive State + EU Funds	A validated need becomes a project, financing, permit and delivery, with measured handoffs.
Talent-to-Investment Flywheel	Skills/Labour + Opportunity Platform + Complete Communities	Investment creates a skills signal; training, housing and mobility widen the recruitment pool.
Energy-Ready Industrial Geography	Energy + Opportunity Platform + Mine2Value/Romania Recovers	Sites are selected on firm MW, fibre, land, transport, water and workforce, not marketing.
Research-to-National-Champion	University/R&D + Defence/Dual-Use +	Problem → team → prototype → pilot →

Multiplier	Interaction	Effect
	Innovation Procurement	IP/licence/spinout → export → reinvestment.
Regional Growth Compounder	Complete Communities + Labour + Opportunity Platform	New population creates services and jobs; transport expands access to work; investment follows demand.
Agricultural Value-Added Cluster	AgroIntel + Water/Energy + Opportunity/R&D	Soil and water → cooperation → cold chain/processing → buyer/export → rural income and AgTech.
Dead Capital → Productive & Intellectual Capital	Romania Recovers + Opportunity Platform + R&D	Abandoned assets produce clean land, investment and net revenue reinvested in research.
Fiscal Capacity Compounder	Administrative Productivity + Fiscal Lock + EU leverage	The same public leu produces more service and mobilises more capital without inventing savings.
Management-Productivity Multiplier	University leadership + R&D teams + firms/state	Generations of specialists practise leadership before formally receiving responsibility for people.
Diaspora-to-Cluster	Returnee matching + Skills + Opportunity/R&D	Diaspora experience is matched to regional jobs, research and business gaps.
Tourism-Rural Economy	Tourism + Farm-to-Shelf + Asset Recovery	Heritage and cleanliness increase visitors; visitor spending supports local products and SMEs.
Circular/Secure Manufacturing	Recovered materials + Industry/Defence + R&D	Material recovery and research reduce dependencies and can create strategic local processing.

Implementation Roadmap - Dependencies, Legislation and Realistic Timing

Romania 2035 is not implemented as a list of ministerial projects launched simultaneously. Reforms are sequenced by dependency: first fiscal rules, delivery capacity, data and administrative infrastructure; then reforms that remove friction and generate savings; only then are capital-intensive, industrial and research programmes scaled. The rule is simple: do not launch a downstream policy before the systems it depends on are operational.

Sequencing rules

- Low-cost enabling reforms before large capital programmes.
- Legal and data architecture before national scale-up.
- Pilot before mandate where technical or operational uncertainty is material.
- Every dependent programme must have a trigger, owner, receiving institution, SLA and handoff KPI.
- Legislative and procurement timelines are planned realistically, not politically.

Wave 0 - pre-government preparation: T-180 to Day 0

- Before investiture, agree the public coalition agreement, establish the board with five representatives per participating party and settle portfolio proposals under Chapter 38.

Prepare the legislative inventory, dependency map, first 10-15 normative packages, fiscal and administrative baselines, Opportunity Platform data model, National Process Inventory methodology, EU-funding map, initial Romania Recovers asset list, first Applied Research Missions, urban-mobility benchmark and AgroIntel specification. A Legislative Delivery Book classifies each measure by required instrument: ministerial order, Government Decision, emergency ordinance, ordinary law, organic law, State-aid route, local act, or no legal change.

Wave 1 - government operating system: Day 1-100

- PM Delivery Office and Cross-System Handoff Register operational.
- Fiscal Lock applied administratively; statutory bill submitted.
- EU Funds Liaison Network operating in line ministries.
- National Process Inventory and Opportunity Platform MVP launched.
- Romania Recovers inventory ordered and shared-service pilots designated.
- Business formalisation/GPO legislation and national urban-mobility KPI standard launched.
- Grid-capacity/industrial-site data work commissioned and first Applied Research Missions scoped.

Wave 2 - friction reduction and savings: Months 3-12

Once-only implementation, shared-service pilots, public-sector salary-modifier review, procurement aggregation, fully digital business formalisation and the first measurable administrative savings begin. The state must release money and time before asking for more budget.

Wave 3 - private-sector and labour multipliers: Months 6-18

The nonprofit GPO network, specialist communities and advisory services, National Skills Demand Engine, childcare capacity map, elder-care market framework, returnee matching and the first investment-skills-mobility-service handoffs go live.

Wave 4 - mobility, logistics, agriculture and cost of living: Months 6-24

Cities in Motion enters corridor pilots: public-transport priority, Optimize Before Build, Clear Corridors, off-peak delivery windows, cameras on public transport and local-police vehicles, and legal expansion of citizen video evidence. Electric-logistics calls, AgroIntel pilots and Short Supply Chain portfolios start in parallel.

Wave 5 - energy, industry, assets and regional growth: Year 1-4

The electricity-demand model, verified grid-capacity layer, use-it-or-lose-it rules, Value-per-MW, Romania Recovers, Mine2Value and Complete Communities become the infrastructure for industrial and regional investment. Capital programmes scale only after funding, utilities and delivery capacity are credible.

Wave 6 - research, defence and structural transformation: Year 1-10

University reform begins in Year 1, first full cohorts enter the new model from the next academic year, while Applied Research Missions move from challenge to prototype, pilot, commercialisation and export over 2-6 years. Dual-use defence follows the same stage-gate, testing and competitive scale-up logic.

Realistic planning assumptions for legislation and implementation

- Ministerial order: approximately 1-2 months.
- Government Decision: approximately 2-4 months.
- Simple ordinary law with coalition support: approximately 3-6 months.
- Complex ordinary law: approximately 6-9 months.
- Organic/structural law: approximately 6-12 months.
- Controversial reform with constitutional/re-examination risk: approximately 9-18 months.
- Emergency ordinance: rapid effect, but reserved for genuine urgency because approval and legal risk remain.
- Block-exempted State aid: roughly 2-4 months for national design/setup; EU-notified aid: typically 4-9+ months.
- Major IT MVP: 4-8 months; national IT scale: 12-24 months; major civil infrastructure: 2-6 years.

Critical dependency chain

Fiscal Lock + PM Delivery Office → Process Inventory + EU Liaison + Opportunity Platform → shared services + once-only/digital foundations → formalisation + GPO + advisory ecosystem → Skills Engine + childcare/elder care + mobility → AgroIntel + assets + grid-capacity data → capital programmes and industrial opportunities → commercialised R&D, dual-use and long-horizon transformation.

What must be visible by the end of the first term

By Year 4 Romania should have real shared services, an Opportunity Platform with financed and delivered projects, a scaled GPO network, completed formalisation grace period, measurable reductions in administrative time, better public-transport speed and reliability, justified park-and-ride nodes opening, meaningful electric logistics, near-national AgroIntel coverage, first cold-chain/processing projects, recovered public assets, investment-ready energy-industrial sites, first R&D commercialisations and dual-use pilots, expanded childcare capacity and a materially lower deficit.

Transparency, PSAs and trust throughout implementation

Every reform that changes obligations, penalties, benefits or deadlines for the public includes a PSA plan. The mandatory sequence is: what changes, why, how it affects you, what you must do, what support exists, what result is expected and when results will be reported. The public Romania 2035 portal, managed by the PM Delivery Office, publishes the plan, status, results, delays, failures and corrections. The doctrine is: publish the plan, publish the status, publish the result, publish the failure, publish the correction.

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1. Execution and Multiplier Architecture

Central visibility, distributed accountability: every outcome becomes the input to the next reform.

Romania 2035 treats government as a system of flows, not a collection of ministries. A policy is not considered delivered when the line institution finishes its report, but when the useful output reaches the institution, market or community that must turn it into the next outcome. That is why interfaces between initiatives are managed explicitly.

For every material handoff between systems, there is one accountable owner, an event or data set that triggers action, a recipient, a service deadline and an indicator proving completion. The Prime Minister's Delivery Office maintains the Inter-System Handoff Register, but does not take over ministerial execution or acquire autonomous legal powers.

The architecture tracks seven systems: Productive State; Opportunity and Capital Engine; Human Capital and Labour Capacity; Research and Innovation; Energy and Industrial Capacity; Territorial/Sectoral Development; Fiscal Credibility and Reinvestment. The cross-cutting indicators are Handoff Completion Rate and Conversion Through the Chain.

Key measures

- Government Inter-System Handoff Register: trigger, owner, recipient, deadline, status and KPI.
- Default SLAs: data acknowledgement ~5 working days; opportunity registration ~15 days after validation; EU screening 15-30 days; inter-ministerial technical response ~30 days where engineering analysis does not justify longer; skills assessment after a qualified investment ~30 days.
- 60 major handoffs cover opportunities, EU funding, skills, care services, communities, agriculture, energy, assets, research, defence, tourism, digitalisation and fiscal discipline.
- Standardised events and reusable data enable handoff automation; non-response becomes visible.
- The PM Delivery Office escalates blocked dependencies to the Prime Minister and Cabinet without substituting for the competent ministry.
- Funnel reporting: identified → validated → financed → delivered → outcome, not merely administrative activity.

Tangible Impact Test

Every major initiative must demonstrate what changes in a citizen’s life or a business operating cost, the baseline, the measurable 24/48-month result, how much outcome is purchased per public leu, and the trigger that forces redesign or termination. Success is not “platform launched”, “vehicles purchased” or “budget absorbed”, but minutes saved, costs reduced, sustainable jobs, delivered investments and better services.

Trust, transparency and public communication

Rebuilding trust in government is a governance objective. Every major reform has a public briefing, owner, status, deadline, KPI and published result. Government explicitly distinguishes planned, approved, funded, under implementation, delivered and independently verified outcomes. Delays and failures are not hidden: they are explained and corrective action is published.

- Trust doctrine: explain before acting → show the rule → show the reason → publish the target → report the result → acknowledge failure → correct it publicly.
- PSAs are an implementation instrument: every campaign explicitly says the measure is part of Romania 2035, what it is, why it is being done, what the public must do, the expected result and when it will be reported.
- Government representatives use common factual briefing packs and are encouraged to explain publicly, coherently and consistently what is being done, why and with what expected impact.
- Publicly funded communication remains factual, non-partisan and public-interest focused, not promotion of individuals or parties.

Public Romania 2035 portal

The PM Delivery Office maintains the official programme page and implementation dashboard on the Government website. For every reform it publishes the objective, owner, legal basis, funding, stage, milestones,

KPIs, baseline/target/actual, dependencies and next action. The portal preserves history when a measure is redesigned or stopped and explicitly publishes what worked, what did not and how it is being corrected.

- Operational status updated at least monthly; quarterly summary; annual independently reviewed implementation report.
- Open data/APIs where lawful; filters by ministry, county/region, policy area and status.
- The portal is the single factual reference used by government representatives and is aligned with the Cross-System Handoff Register.

Safeguards and limits

- No new super-agency; accountability remains with the competent institution.
- Independent institutions, courts and regulators retain their legal powers.
- Sensitive and classified data use appropriate access levels.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Prime Minister / PM Delivery Office for inter-system performance; the sector owner for each outcome.
Delivery institutions	Existing ministries and agencies; ADR/STS for secure interoperability; Finance, MIPE, MDLPA, Education/Research, Labour/ANOFM, Energy/ANRE/Transelectrica, MADR, Economy/Industry, Transport, Environment/Apele Române, MApN/MAI-IGSU, as applicable.
Legal route	Government Decision/government decision-making for coordination and reporting rules; sector acts only where necessary for data sharing, deadlines or powers.
Funding	Primarily existing administrative capacity, common digital infrastructure and EU funds for interoperability/capacity.
What we reuse	PM Delivery Office, administrative registers, ADR, STS, ministerial systems and existing reporting mechanisms.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
Handoff Completion Rate; % handoffs within SLA; Conversion Through the Chain; number of escalated and resolved bottlenecks; time from trigger to outcome	central micromanagement; formal reporting without outcomes; duplication of ministerial systems	monitoring role, not universal approval; conversion KPIs, not task counts; API/interoperability over existing authoritative sources

Multiplier links

- Any sectoral programme can feed the Opportunity Platform, EU funding, Skills Demand and R&D without parallel projects.
- Audit detects value lost between two links, not only internal failure within a ministry.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

The European obligations register uses the existing PM Delivery and MIPE network. Within 30 days it inventories applicable acts, transposition, funding commitments and infringement files; within 60 days ministries validate articles, deadlines and evidence; within 100 days they publish costed remedies. Overdue legal duties receive immediate action without waiting for these administrative targets. EU recommendations and proposals have separate status.

2. Romania 2035 National Opportunity Platform

One data engine for needs, opportunities and projects - from a missing nursery to a 100 MW industrial site.

The National Opportunities Map and Marketplace are two interfaces of the same platform. Every validated public need, reusable asset, capacity shortfall or possible private investment must be converted into an individual standardised record, not left inside a sectoral report.

The platform clearly separates Need, Opportunity and Project. The state may identify that a region lacks sufficient agricultural cold-chain capacity without guaranteeing the profitability of a particular investment; an investor may propose the project while bearing the commercial risk. Every critical field has a source, confidence level, verification date and revalidation deadline.

The Portfolio Builder groups small opportunities by geography, technology, financing structure or risk so that hundreds of roofs, renovations, nurseries, charging stations or storage facilities become investable without requiring common ownership.

Key measures

- Registration rule: every material public opportunity is either published or excluded with a documented reason.
- Lifecycle states: identified, under validation, feasibility, investment-ready, market engagement, financing/permitting, delivery, operational, closed/failed.
- Confidence levels: verified, indicative, proposed; each with source authority and revalidation date.
- Interfaces: GIS map, Marketplace, Funding Screen, blueprint library, investor workspace and authority workspace.
- Automated initial screening for EU/national funding, validated by the liaison network.
- Portfolio Builder to aggregate small demand and improve bankability.
- Access levels: public, authenticated investor, restricted government, classified.
- Integration with assets, energy, agriculture, housing, childcare/elder care, tourism, R&D, diaspora and skills.

Safeguards and limits

- Public data do not constitute a guarantee of profitability.
- Procurement, concessions, permitting and State aid remain distinct legal processes.
- Sensitive defence/security assets do not enter the public map.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	PM Delivery Office for the common model; the ministry/authority identifying the need remains owner of sectoral data.
Delivery institutions	ADR/STS for the secure platform; ministries, UATs and county centres for data; MIPE for the funding screen.
Legal route	Data, interoperability and transparency standards through Government Decisions/orders; award processes remain under procurement/concession/State-aid law.
Funding	EU/national digitalisation; shared administrative cost; commercial investments are financed separately by investors.

Element	Content
What we reuse	GIS and existing registers, eID/interoperability, funding portals, ministerial systems.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
% eligible opportunities registered; validation→listing time; % data revalidated on time; € private/EU capital mobilised; opportunity→delivery conversion rate; share of capital mobilised outside Bucharest-Ilfov	marketing map with no transactions; stale data; political capture of listings	lifecycle states and conversion KPIs; provenance/expiry; objective criteria and public audit

Multiplier links

- Turns outputs from AgroIntel, Romania Recovers, communities, energy and service maps into an investment pipeline.
- Links investment to financing, skills and permitting within the same flow.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

Each opportunity records legal eligibility, environmental and accessibility requirements, operating costs and EU funding actually available. Listing creates no entitlement to a permit, land or grant. Published data respect GDPR, commercial confidentiality and infrastructure security; access criteria do not discriminate against eligible single-market operators.

3. Government as a Platform and Administrative Productivity

Eliminate → Simplify → Standardise → Share → Digitise → Automate → Only then apply AI.

Digitalisation is not the goal. The goal is to reduce time, cost and errors for citizens, firms and public administration. An unnecessary procedure does not become useful because it was moved online, and a badly designed automated process remains a bad process.

Government as a Platform separates sovereign responsibilities and domain expertise from common capabilities: identity, documents, payments, notifications, HR, payroll, procurement tooling, case management, analytics, security and automation. Common capabilities are reused, while legal decisions and accountability remain with the competent institution.

The National Administrative Process Inventory orders reform by volume, documents, staff hours, cost, time, rework, duplicated data and legacy systems. The greatest burden is addressed first, not the most visible IT project.

Key measures

- Once-only principle: data already verified by the state are not requested again without a legal reason.
- National Administrative Process Inventory with legal basis, inputs, systems, volume, hours/cost, time, rework, burden and digital status.
- National common components for identity, workflow, notifications, payments, audit, analytics and AI.
- AI agents for procurement, technical pre-screening, EU funds, documents, accounting/payroll, GIS, cyber and citizen services.
- Mandatory retirement plan for the old system and process; the project is not complete at go-live.
- Productivity-capture plan: backlog reduction, redeployment, vacancy attrition, overtime reduction or verified fiscal savings.
- STS provides infrastructure/secure compute/connectivity/IAM/logging/reference architecture within its legal remit; ADR coordinates interoperability.

Safeguards and limits

- AI does not make unsupervised discretionary decisions affecting rights.
- Human review, audit logs, data protection, security and a route of appeal.
- Federated architecture: common standards, segmentation and resilience, not a monolithic system.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	General Secretariat of Government / ADR for catalogue and standards; competent ministry for the process; STS for the secure technical layer within its mandate.
Delivery institutions	Ministries, ADR, STS, national/county shared services.
Legal route	Interoperability, once-only, data protection, archiving and procedures; legislative simplification before automation.
Funding	Completed RRF assets and lawfully funded maintenance; eligible cohesion/digital programmes; consolidated IT budgets; certified savings returned to the fiscal framework.
What we reuse	eID, government cloud, authoritative registers, ANAF/CNAS/SIIIR

Element	Content
	systems, etc.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
documents eliminated; minutes/clicks per service; cost/transaction; median and P90 time; rework/error; % data retrieved automatically; legacy systems retired; hours released and their destination	fragile mega-platform; automation of unnecessary bureaucracy; cyber concentration risk	API/modular/federated; mandatory redesign sequence; zero trust, segmentation, DR and independent testing

Multiplier links

- Reduces the costs of all other missions.
- Once-only + Opportunity Platform enables permitting and investment without parallel databases.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Once-only means lawful reuse by role and purpose, with access logs, retention limits and correction rights. Sensitive data require a separate GDPR basis. ADR and ministries prepare the European identity wallet, cross-border services and interoperability required by EU law, retaining accessible assisted service. AI systems are classified before procurement, with assessments, documentation and human oversight required for their category. ANCOM and competent authorities track 5G coverage, including the 3.4–3.8 GHz band, through spectrum rights, competition and eligible investment; rural services and critical infrastructure have coverage and quality indicators.

4. Shared Administrative Services, Back Office and Local Capacity

We do not abolish the village. We abolish duplicated bureaucracy.

Administrative fragmentation creates two problems at once: high cost for repetitive functions and a shortage of specialists where they are genuinely needed. A small commune cannot reasonably maintain procurement, engineering, GIS, cyber, EU funds, legal, urban planning and payroll capabilities at the same level as a large municipality.

Romania 2035 uses county shared-service centres that are non-partisan and non-profit and charge transparent cost-recovery rates. Local authorities retain democratic identity, policy and budget control; the centre professionally executes specialised and repetitive functions.

At central level, the One Government Back Office consolidates basic administration - procurement frameworks, finance/AP/AR, HRIS, payroll, benefits, fleet, assets, software and travel - without stripping ministries of mission expertise.

Key measures

- National Local Administration Efficiency Audit: population, staff, payroll, own-source revenue, transfers, administrative cost per resident, investment, EU funding, service volumes and demographics.
- County centres: procurement, engineers/project managers, GIS, cyber/IT, EU funds, legal, planning, accounting/payroll, technical/architectural review.
- Standard public rates, preferably per service unit and benchmarked against internal FTE cost.
- County equipment pools; utilisation check before purchase.
- Inter-county/national aggregation for software, equipment, vehicles, services, insurance and cyber.
- Merit-based recruitment, public SLA, recusal/conflict rules, audit and equal service regardless of political control.
- Transparent prioritisation: emergency/safety → EU deadline → normal pipeline → advisory.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	MDLPA for local architecture; Finance/SGG for central back office; local authorities for democratic decisions.
Delivery institutions	County councils/UATs, shared-service centres, existing central institutions.
Legal route	Framework for consortia/shared services, cost recovery, merit and interoperability; no forced mergers as a prerequisite.
Funding	Cost-recovery charges, modernisation/EU funds, savings from consolidation and procurement.
What we reuse	County structures, consortia/inter-community structures, procurement frameworks, registers and common platforms.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
administrative cost/resident; service time; charge vs equivalent FTE; equipment utilisation; € procurement savings; EU absorption rate; UAT satisfaction	centre becomes a bottleneck; county-level political capture; large cities consume capacity	public SLAs/queues; merit and audit; prioritisation and priced capacity

Multiplier links

- Makes the Opportunity Platform usable by small communes as well.
- Increases EU absorption without hundreds of duplicated structures.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

Shared services preserve local autonomy, legal competence and data responsibility. Small authorities receive legal and technical capacity for procurement, EU reporting and accessibility. Staff transfer or reorganisation respects civil-service status, social dialogue and existing rights; savings must be demonstrated after transition costs.

5. EU Funds Liaison Network

The opportunity first, the right funding immediately after - not projects invented to chase a call.

Romania 2035 turns European funds from a separate project-design exercise into a permanent filter applied to investments and reforms. Every ministry has liaison capacity connected to the ministry responsible for EU funds, and the same logic is embedded in the PM Delivery Office and mission teams.

The liaison function does not decide sectoral policy. Its role is to know programmes, deadlines, eligibility, procurement and co-financing early enough so that a good investment is not paid entirely from the national budget simply because coordination was missing.

Every material investment receives an EU Funding Screen. If eligible European funding exists but is not pursued, the institution publicly explains why. Absorption alone is not a sufficient KPI; outcomes and post-grant operating costs matter.

Key measures

- Liaison cell in every line ministry and major mission.
- Common MIPE methodology: map need to call, eligibility, timetable, co-financing, procurement and State aid.
- National pipeline of fundable projects and cross-ministry packages.
- Dashboard: need → project → EU contribution → co-financing → approval/rejection → procurement → implementation → outcome.
- Post-EU Fiscal Sustainability Test for recurring costs after the grant.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry responsible for European funds (MIPE function).
Delivery institutions	Liaison cells in ministries, PM Delivery Office, beneficiaries/UATs.
Legal route	Administrative mandates and standards; EU programme, procurement, State-aid and co-financing rules.
Funding	EU technical assistance and institutional budgets; project funding through the applicable instrument.
What we reuse	MySMIS/portals and existing management structures.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
% opportunities screened; screening time; € EU mobilised; national co-financing/€ outcome; % projects with funded post-grant costs; rate of projects delivered, not merely contracted	chasing calls; fragmentation between programmes; assets without operating budgets	problem/project before funding; common pipeline; Post-EU test

Multiplier links

- Multiplies the national budget across energy, agriculture, brownfields, universities, tourism and administration.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

The RRF is treated as a portfolio for closure, audit and maintenance of achieved reforms and assets, rather than new project funding in 2027–2035. The general milestone and target deadline was 31 August 2026. MIPE checks each applicable decision, request and condition. New portfolios use eligible programmes and approved budgets; the post-2027 financial framework and proposed instruments are not guaranteed revenue.

6. Fiscal Discipline Rule and Public-Finance Credibility

No permanent expenditure without permanent funding; no imaginary saving spent before verification.

Fiscal credibility is not a promise of low interest rates, but a reduction in risk relative to the no-reform alternative. Romania 2035 applies a simple rule: every major measure shows its Year 1 and Year 5 cost, funding source, deficit/debt effect, personnel impact, EU eligibility and review date.

The programme separates recurring structural expenditure from temporary investment. Asset sales, exceptional dividends or other windfalls do not finance permanent salaries and entitlements. Forecast savings become fiscal resources only after they are measured and certified as recurring.

Consolidation must not destroy the very investments that expand the fiscal base. High-return projects with EU co-financing pass through the Capital Productivity Gate and may be protected, while structural current expenditure is reviewed through Expenditure Productivity Reviews.

Key measures

- Fiscal Compliance Certificate for major laws and decisions: Year 1/Year 5, personnel, deficit/debt, source, EU, sunset, sensitivity, compliance.
- Structural vs investment classification.
- Annual Expenditure Productivity Reviews: RON → outcome.
- Certified Structural Savings; forecast savings do not support permanent spending.
- Tax Compliance Revenue Confidence Ladder: collected / high-confidence recurring / probable / aspirational.
- Debt Resilience: maturity, refinancing, FX, interest/revenue, investor concentration.
- Capital Productivity Gate for major investments.
- Fiscal Predictability Standard for taxes/regulation.
- Five-Year Fiscal Resilience Framework with scenarios.
- Fiscal Credibility Dashboard and explicit publication of Fiscal Lock exceptions.
- The Fiscal Council receives data early and independently issues public opinions.

Fiscal Recovery Rule and Fiscal Dividend

Until the deficit is sustainably below 3% of GDP, at least two-thirds of each newly certified recurring net fiscal gain goes to deficit reduction. No more than one-third may fund targeted burden reductions, essential recurring services or high-return structural reforms. One-off revenue, asset sales and windfalls do not fund permanent expenditure.

After two consecutive years below 3%, a stable or declining debt path and an independent Fiscal Council assessment that improvement is structural, Government proposes and Parliament lawfully approves the Fiscal Dividend only within room allowed by the EU fiscal framework. Its first use reduces social-contribution costs on formal work, prioritising low and middle incomes without underfunding social systems. Every permanent reduction has verified recurring funding.

- Permanent gains → permanent reductions in the labour burden; temporary fiscal overperformance may support only limited one-off rebates, not permanent entitlements.
- The Fiscal Dashboard publicly shows the deficit, trigger, certified structural savings, debt path and estimated space for the next Fiscal Dividend step.

Household real-life dividend

For representative households the programme annually measures the combined effect on energy, food/logistics, commuting, time loss, childcare, bureaucracy, medicines and taxes. Results are expressed as RON-equivalent and hours recovered using a transparent methodology with independent validation. The objective is greater real disposable life, not merely budget transfers.

Safeguards and limits

- Consolidation protects high-return investments and EU co-financing.
- No mechanical reduction in sovereign yields or private rates is promised.
- Temporary crisis measures have a sunset and evaluation.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Finance; Fiscal Council as independent evaluator; Cabinet/Parliament for the decision.
Delivery institutions	Finance, spending ministries, PM Delivery, Fiscal Council, Court of Accounts/audit.
Legal route	Fiscal Responsibility Law and budget rules amended where necessary; mandatory certificate in the approval path for major acts.
Funding	The measure is the funding framework; administrative implementation from existing budgets.
What we reuse	Fiscal Council, budget processes, spending reviews, debt reporting and EU funds.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
structural deficit; debt/GDP; interest/revenue; average maturity; certified recurring savings; Fiscal Lock overrides; € EU leverage; capital projects on-time/on-budget	pro-cyclical austerity; invented savings; repeated political exceptions	five-year framework/scenarios; independent certification; publication and vote on exceptions

Multiplier links

- Turns administrative savings and tax compliance into real fiscal space, not promises.
- Increases shock-response capacity and protects productive investment.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Fiscal Lock first respects the Council net-expenditure path under the excessive deficit procedure, the fiscal-structural plan and national rules. Tax reductions enter the relevant EU fiscal test. Allocating two thirds to deficit reduction and at most one third to benefits creates no room above the ceiling. Finance prepares the certificate; the Fiscal Council gives its independent assessment without replacing Government and Parliament. Euro preparation follows convergence and central-bank independence, without an arbitrary date.

7. Public-Sector Pay, Salary Modifiers and State-Owned Enterprise Governance

Compensation follows the work, actual risk, responsibility and scarcity of skills - not simple membership of an institution.

Public-sector pay must be competitive enough to attract competence, while remaining intelligible to taxpayers and fair across comparable roles. Romania 2035 subjects all salary modifiers - bonuses, risk pay, special-condition premiums, allowances and other additions - to review based on the actual work of the position.

A modifier justified by actual exposure, hazardous work, scarcity or responsibility is retained. An automatic, inherited or duplicative modifier, or one granted to all employees of an institution without relation to the individual's duties, is removed or redesigned through a lawful transition.

The same discipline applies to state-owned enterprises: professional boards, service objectives, comparable remuneration and public results. Reform does not confuse public ownership with exemption from performance.

Key measures

- Mandatory audit of all salary modifiers across central/local administration, public institutions and SOEs where the framework allows.
- Transparent national catalogue: category, eligibility, formula, cap, legal basis, revalidation frequency.
- Ban on stacking/double compensation for the same condition.
- Aggregate reporting: modifier expenditure and share of payroll.
- Transitions consistent with labour law, collective agreements and acquired rights, without arbitrary clawbacks.
- SOEs: merit-based boards, conflict disclosure, service KPIs, procurement/compensation transparency and recovery-funding milestones.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Labour + Ministry of Finance; supervising ministry for SOEs.
Delivery institutions	All employing institutions, ANFP where relevant, Finance, internal/external audit, AMEPIP/applicable corporate-governance structures.
Legal route	Audit of the framework pay law and sector acts; respect for the Constitution, labour law, collective bargaining and case law.
Funding	Structural reform; certified savings enter the fiscal framework and are not pre-spent.
What we reuse	Payroll/HRIS systems, personnel registers and existing corporate governance.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
% modifiers revalidated; modifier	arbitrary cuts; litigation; demotivation in	role-based criteria and evidence; transition

Key indicators	Main risks	Countermeasures
spend/payroll; number of duplicated categories eliminated; retention of scarce roles; SOE service outcomes; remuneration-to-performance transparency	hazardous/scarce roles	and consultation; retain justified compensation

Multiplier links

- Improves fairness and the credibility of the Fiscal Lock.
- HRIS and shared payroll make analysis comparable across the state.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

Review of pay and general and special pensions requires fiscal assessment, prospective transition and equality and proportionality tests, respecting constitutional case law and judicial independence. Pay transparency and social dialogue are checked. State-owned enterprises retain professional selection, separation of ownership from regulation and existing RRF commitments; the coalition board does not appoint civil servants or enterprise directors at its discretion.

8. Formalisation, Digital ANAF and Taxpayer Rights

Major fraud before harassment of the compliant taxpayer; transition before sanction, then firm rules.

A broad, fairly enforced tax base is preferable to higher rates paid by an ever-narrower group. Romania 2035 continues ANAF digitalisation and risk analysis, while linking them to clear procedural rights for compliant individuals and firms.

Data from e-Invoice, cash registers, customs and other sources are used to detect networks and anomalies, not for opaque automated penalties. Decisions with legal effect require an explanation, human oversight, audit trail, correction and appeal.

In areas where compliance has historically been difficult, simplification and a transition period may precede enforcement. After the deadline, enforcement becomes consistent and predictable.

Key measures

- Risk-based enforcement focused on major fraud, carousel schemes, contraband and organised tax evasion.
- Taxpayer Rights Charter: reasons, access to relevant data, correction, human review, appeal and redress.
- Simplified onboarding and guidance before enforcement where legislation changes materially.
- AI/analytics for anomalies with human validation and bias/error monitoring.
- ANAF interoperability with authoritative registers, once-only.
- Publication of resolution times, appeal reversals and compliance costs.

Formalisation window and fully digital registration

Business registration must be fully digital, simple and once-only: data already held by the state are pre-filled, and onboarding automatically connects the firm to tax systems, e-Invoicing, employment registers and relevant services. Ordinary informal activity receives a one-year formalisation window: RON 500 on days 1-90, RON 1,000 on days 91-180, and RON 2,000 on days 181-365. After one year, continued unregistered activity becomes an aggravated administrative offence with twice the normal fine for unregistered operation, alongside risk-based ANAF/Labour Inspection enforcement.

The reduced regime does not erase serious tax fraud, collected-but-unremitted VAT/withholding, serious worker-safety breaches, money laundering or criminal conduct. The launch PSA clearly explains the window, the cost of becoming legal, the benefits and the consequences after expiry.

ANAF reporting portal

ANAF provides a digital channel through which consumers, employees and competitors may report apparently undeclared economic activity. A report is a risk signal, not automatic proof. Sanctions require independent corroboration through tax data, e-Invoicing/e-VAT, employment records, inspection or other lawful evidence. Malicious reporting is discouraged and reporter identity is protected as required by law.

Benefits of entering the legal economy

Every legalised and eligible business immediately enters the Buying Together ecosystem and specialist communities. Businesses formalised during the one-year window automatically receive three hours of individual professional advice, with no separate application. Cost is funded primarily from formalisation-programme receipts within Fiscal Lock.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Finance / ANAF.
Delivery institutions	ANAF, Customs, other tax authorities, ADR/STS for infrastructure, courts/appeals under law.
Legal route	Tax Code/tax procedure, e-Invoice, data protection and due process; Ministry of Justice/Constitutional Court review where necessary.
Funding	ANAF budget/EU digitalisation; additional revenue treated conservatively through the Confidence Ladder.
What we reuse	e-Invoice, SAF-T, electronic cash registers, tax and customs registers.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
estimated tax gap; yield/risk case; appeal time; rate of corrected/annulled decisions; compliance cost; major fraud recovered	false positives; over-enforcement of small firms; dependence on optimistic estimates	human review and appeal; risk thresholds/proportionality; Fiscal Lock allows only verified/high-confidence revenue

Multiplier links

- Better revenue + less bureaucracy strengthens fiscal credibility without across-the-board tax increases.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

The RON 500, 1,000 and 2,000 payments are the proposed mechanism replacing eligible administrative penalties for formalisation. Lawfully due taxes remain payable, with simplified declarations and instalments under law. There is no criminal amnesty or automatic write-off of VAT or withholding. Doubling the fine after the window requires express legislation, proportionate limits, individual assessment and appeal.

9. Household Security: Essential Basket, Medicines and Commuting

Reducing the cost of living is sustainable only if it is funded, measured and built on supply, competition and transparency.

The cost of living is the first legitimacy test of reform. The programme uses lower taxation for essentials only within legal and fiscal limits, price transparency, competition and increased supply; broad price caps remain an exceptional emergency instrument.

The target for the essential basket is VAT as low as possible, including 0% where the European framework permits and where a permanent funding source is identified, for staple foods and household drinking water. Implementation is conditional on pass-through analysis and the Fiscal Lock.

Essential medicines use generics, reference pricing, centralised procurement and price comparison. Commuting becomes cheaper through employer-supported public-transport passes and targeted tax treatment rather than broad fuel subsidies.

Key measures

- Define the essential basket and fiscal mechanism within the VAT Directive and budget constraints.
- Price and competition monitoring before/after the tax change; review if the benefit does not reach consumers.
- Lower VAT/other instruments for essential medicines where lawful; generics, reference pricing and central procurement.
- Incentives for employer public-transport passes and targeted commuting relief.
- Temporary crisis measures have eligibility rules, cost, expiry and publication of beneficiaries in aggregate.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Finance + Economy/Competition for prices; Health/CNAS for medicines; Transport/Labour for commuting.
Delivery institutions	Finance, Competition Council, ANPC, Health/CNAS, transport authorities.
Legal route	VAT and State-aid rules checked for EU compatibility; fiscal and procurement law; avoid discrimination.
Funding	Only permanent sources for permanent reductions; temporary measures from a published envelope and with a sunset.
What we reuse	Fiscal/e-Invoice data, CNAS, existing price and transport platforms.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
essential-basket price; pass-through; household medicine expenditure; generic share; commuting cost/income; actual fiscal cost	benefit captured in margin; regressive subsidy; permanent deficit	monitoring/competition; targeted eligibility; Fiscal Lock and sunset

Multiplier links

- Links cost of living to Short Supply Chains, energy, housing and transport, not only taxes.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Reduced or zero VAT is limited to eligible categories within Article 98 and Annex III of the VAT Directive, after checking existing rate usage and recurring cost. Vulnerable-household support connects to social protection and the Social Climate Plan. Lasting bill reductions through efficiency, service access and mobility take priority; temporary support is targeted and expires.

10. Transparent Supply Chain: Comparable Prices without Administrative Margin Controls

We see where the price is formed without publishing the commercial invoice and without turning the state into an administrator of margins.

Consumers need comparable prices, and government needs signals when a market is not functioning. Romania 2035 uses aggregated fiscal and commercial data to model producer-wholesale-retail price evolution for essential products without publishing the mark-up on an individual invoice.

At the shelf, standard units and clear final and unit prices including VAT and taxes make comparison easier. A pre-tax price may be shown additionally. In agriculture, the Farm Gate-to-Shelf Transparency Index shows producer, wholesale and retail evolution without price caps.

Data are used for competition screening and consumer information. A large margin increase is a signal for analysis, not automatic proof of an infringement.

Key measures

- National unit-price standard for comparable categories and clear display of taxes.
- Transparent Supply Chain using aggregated e-Invoice/fiscal data.
- Farm Gate-to-Shelf Index for key foods.
- Public dashboard by category/area, with protection of commercial secrets.
- Trigger to the Competition Council only on the basis of evidence and analysis.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Economy / Competition Council, with Finance for fiscal sources.
Delivery institutions	ANPC, Competition Council, ANAF, MADR for the agricultural component.
Legal route	Protection of commercial secrets, GDPR, competition and e-Invoice; individual data are not public.
Funding	Common data infrastructure; low cost compared with new price-control mechanisms.
What we reuse	e-Invoice, cash registers, INS statistics, public MADR/retail data.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
category coverage; comparator use; producer-retail spread; number of justified investigations; price/unit dispersion	misinterpretation of margins; commercial exposure; price-fixing through excessive transparency	aggregation/lag/thresholds; data governance; Competition Council validates the design

Multiplier links

- Strengthens Farm-to-Shelf and measurement of fiscal pass-through.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

The final selling price and unit price, including VAT and all applicable taxes, remain clear and prominent. A pre-tax price may be supplementary information without replacing the consumer price. Public indices use appropriate aggregation and delay to avoid facilitating price coordination; consumer protection and competition authorities review the design.

11. Fair Competition, Anti-Contraband and Taxing Externalities

Compliant firms should not compete with evasion; health and gambling taxation is used transparently, not as a substitute for fiscal discipline.

A fair market requires enforcement against contraband and the informal economy, which erode the tax base and the competitive position of compliant firms. Tobacco and alcohol receive graduated enforcement coordinated with Customs/ANAF/police, not just nominal excise increases.

Excise duties can internalise health costs, but the programme rejects arbitrary solutions such as a 35% VAT rate. For gambling, the emphasis is on an operator levy linked to GGR/profitability and market integrity, not on taxing the player as the primary revenue instrument.

Any increase is also assessed for contraband risk, substitution and actual revenue, not just the static yield on paper.

Key measures

- Risk-based anti-contraband tasking and graduated sanctions.
- Elasticity/contraband modelling before major excise changes.
- Gambling operator levy focused on GGR/profitability, consumer protection and AML.
- Publication of actual revenues and enforcement costs.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Finance / ANAF / Customs Authority; gambling regulator; Interior for enforcement.
Delivery institutions	ANAF, Customs, Police, sector authorities.
Legal route	Tax Code, EU excise rules, AML, gambling law and proportionality of sanctions.
Funding	Tax revenues; no permanent-source assumption above the prudent scenario.
What we reuse	Existing control structures and tax/customs data.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
illicit market share; revenue vs forecast; enforcement yield; problem-gambling indicators; control cost	increased contraband; regressive burden; false static estimates	scenarios and enforcement; health/cessation measures; Confidence Ladder

Multiplier links

- Protects compliant firms and public finances without broadly taxing labour.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.

- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Customs and ANAF connect fraud enforcement to customs, excise, AML and CBAM duties applicable to the operator. The definitive CBAM regime operates from 2026 with distinct statutory thresholds and exceptions. Each new levy requires legal, competition, behavioural and distributional assessment; sanctions require evidence and defence rights.

12. Buying Together, SBSIA and Growth of Romanian Firms

An SME should not have to be large to buy, export or access expertise like a large company.

The productivity of small firms is constrained not only by capital, but also by purchasing power, expertise, processes and market access. Buying Together creates purchasing groups through chambers and other eligible structures without making participation conditional on membership.

SBSIA provides shared services, mentoring, digitalisation, procurement readiness, export support and finance. The 1% pay-it-forward model is capped, time-limited and triggered only after defined success; business failure does not automatically create personal debt.

Blueprints in the Opportunity Platform reduce start-up costs for standardisable businesses, while the Scaleup Fast Lane uses existing institutions to support firms expanding across Europe without inventing a new administrative apparatus.

Key measures

- GPOs for SMEs, with objective eligibility: valid fiscal registration, e-Invoice/compliance, non-arbitrary criteria.
- SBSIA with shared services and 1% pay-it-forward after success thresholds.
- Investment Blueprints for childcare, elder care, energy, agriculture, tourism, services, etc.
- Export consortia, guarantees, EIB/EIF and competitively allocated venture co-investment.
- 28th-Regime/scaleup coordination through an existing inter-ministerial group (Economy, Justice, Finance, Labour, ADR), not a new agency unless necessary.
- Publication of private leverage, survival, exports, productivity and administrative cost.

GPO architecture: nonprofit network, not a government purchasing service

Buying Together operates as a federated nonprofit GPO network, primarily through county Chambers of Commerce with national CCIR coordination. Chamber membership is not a condition of access. Government sets the legal, transparency, competition and audit framework but does not negotiate private contracts. Other accredited nonprofit GPOs may compete under identical rules so the Chamber network does not become a statutory monopoly.

- County/regional level for local needs and member support; national aggregation for electricity, telecom, software/cloud, insurance, charging/fuel, equipment and payments where scale materially improves pricing.
- A GPO may retain up to 1% of contract value as a transparent service contribution for staff, technology, cybersecurity, procurement, contract management, analytics, advisory support and specialist communities.
- Each member sees exactly what the GPO received/retained from that member’s contracts; supplier rebates, commissions and equivalent benefits are fully disclosed. No hidden commissions.
- GPOs publish annual audited financial statements covering procurement volume, service contributions/rebates, costs, staffing, technology, member services and reserves.

Specialist communities and advisory support

The GPO has an affirmative duty to identify member needs from requests, surveys, aggregated purchasing data and community questions. Industry and functional communities provide moderated Q&A, webinars, office hours and access to accredited professionals. Reusable answers become a knowledge base. Microbusinesses receive subsidised access, while larger firms use co-payments or self-funding.

GPO revenue sustainably funds the staff and technology required, while newly formalised businesses receive their first three advisory hours from the formalisation allocation. Success is measured by net member savings, participation, contract quality, business survival and stronger capability - not commission volume.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Economy/Entrepreneurship; Competition Council for GPO design; chambers as eligible facilitators.
Delivery institutions	Economy, chambers, EIF/EIB/guarantee schemes, ADR/ANAF, existing export agencies.
Legal route	Competition, private procurement, State aid, AML, European/national company law.
Funding	Group dues/fees where appropriate, private capital, financial instruments; grants only for demonstrated market failure.
What we reuse	Chambers, guarantee funds, Enterprise Europe Network and existing SME programmes.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
GPO savings; export revenue; productivity; firm survival; private leverage; pay-it-forward recycled; time-to-start	buyer cartelisation; grant capture; consultancy without outcomes	competition review; transparent selection; outcome-based continuation

Multiplier links

- Blueprint + Opportunity Platform turns service deficits into demand for SMEs.
- GPO reduces costs including for solar and agricultural equipment.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

GPO participation remains voluntary and competitive without unjustified exchange of sensitive commercial information. SME schemes and procurement use transparent criteria open to eligible operators, without general Romanian-origin quotas. State aid, de minimis, cumulation, beneficial ownership and double funding are checked. Export support covers standards, cross-border services, qualification recognition and available single-market finance. Existing European Digital Innovation Hubs support SME digital maturity, testing before investment and skills; no parallel agency is created and support follows State-aid rules.

13. Childcare as Economic Infrastructure

One childcare place can simultaneously be an investment in a child, family income and labour capacity for the economy.

Romania 2035 treats the lack of childcare as a development bottleneck, not only a social problem. The national map compares children, authorised capacity, occupancy, waiting lists, real catchment and forecasts so the shortfall is measured as accessible unmet places, not abstract statistics.

The state publishes standard blueprints for 20-, 40-, 60- and 100-place facilities, including functional layout, staffing, authorisations, equipment, hygiene, financial model and model contracts. Private providers, NGOs, employers, municipalities and mixed models receive the first opportunity to respond; direct public construction intervenes when the market cannot deliver.

The policy is also measured by working hours unlocked or preserved. Eligible expenditure may receive pre-tax treatment or an equivalent deduction/benefit, with a cap, no double funding and only after fiscal and legal validation.

Key measures

- Geospatial needs/capacity map, catchment and waiting list where data permit.
- Blueprints for 20/40/60/100 places.
- Zero/very-low-cost recyclable financing for verified severe-shortage areas; a forgivable component only in very poor areas if affordability is preserved.
- Free educator/assistant training through VET, conversion routes and universities.
- Capacity trigger: private/NGO/employer/municipal/mixed supply; public build if the market does not respond.
- Targeted tax treatment for authorised expenditure, with caps and no double-dipping.
- Integration with Complete Communities and the Opportunity Platform.

Safeguards and limits

- Quality and child-protection standards are not relaxed for speed.
- We do not assume every parent must enter work; we measure capacity, not coercion.
- Supply-side subsidy is conditional on verified shortage and outcome.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry responsible for Family/Early Childhood Education, in coordination with Labour and MDLPA.
Delivery institutions	UATs, education inspectorates/structures, authorised providers, ANOFM/VET/universities.
Legal route	Authorisation/early childhood education, taxation, State aid and child protection; EU/national validation.
Funding	Existing ESF+/ERDF/NRRP assets, financial instruments, private capital and local/national budgets for market failure.
What we reuse	Early childhood education capacity, vocational training, GIS and the Opportunity Platform.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
unmet places/catchment; access time; occupancy; cost/place; labour-hours unlocked/preserved; return-to-work disposable income; quality/safety indicators	buildings without staff; capacity in the wrong place; tax benefit without additionality	staffing plan and training; map-based triggers; additionality evaluation

Multiplier links

- Childcare → labour participation → income → tax base → local demand.
- Complete Communities uses capacity triggers before occupancy.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Care capacity supports work participation and access for vulnerable children, including children with disabilities. The Opportunity Guarantee connects to the European Child Guarantee through existing services for early education, health, nutrition and adequate housing. Actual access and family cost are measured; work-life balance and statutory leave are preserved.

14. Care Close to Home: Elder Care and Independence at Home

More autonomy for older people, less pressure on family and hospital, more labour capacity for relatives.

Population ageing requires a more diverse care-services market, not only residential institutions. Romania 2035 maps needs and capacity for home care, day centres, assisted living, respite, rehabilitation, meal/home support and dementia care.

Government creates standards, one-stop digital licensing, blueprints and free training for caregiving, geriatric support, rehabilitation and management. The model is market-enabling: private, NGO, employer/family/community providers can build capacity subject to quality and inspection.

A national interoperable system of alarm buttons/wearables and home monitoring connects the senior to family/provider/call centre through a competitive model, not a monopoly. Eligible costs may receive targeted tax treatment after validation.

Key measures

- National map of care needs and capacity.
- Blueprints for home-care agency, assisted living, residential care, day/respite, rehabilitation, dementia care, meals/home support.
- One-stop digital licensing with guaranteed timelines.
- Free caregiver and management training.
- Provider marketplace showing capacity, location, inspections, qualifications, accessibility and quality indicators.
- Home-care-first and simplified legitimate microbusiness model; clinical care retains clinical standards.
- Low-cost interoperable alarm/monitoring system, with cyber/privacy safeguards.
- Separate study on long-term-care insurance/property-based private finance with anti-exploitation safeguards.
- Measure unpaid-care hours displaced and labour-hours preserved.

Safeguards and limits

- This is not a new unlimited entitlement.
- Protection against financial and physical abuse.
- Devices do not replace necessary human care.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Labour / social services, with Ministry of Health for clinical components.
Delivery institutions	DGASPC/UAT, authorised providers, Health/CNAS where clinical, ANOFM/training.
Legal route	Social services, health, licensing, personal data, taxation and consumer protection.
Funding	ESF+/regional funds, private capital, user/family contributions, financial instruments; targeted public support only for vulnerability/market failure.
What we reuse	Existing social services, call centres/112 only where lawful and

Element	Content
	functional, Opportunity Platform.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
home-care capacity; days safely at home; avoidable hospital utilisation; unpaid care hours displaced; labour-hours preserved; alarm response time; inspection quality	provider-quality variance; fraud/exploitation; false reassurance from technology	transparent licensing/inspection; consumer safeguards; clinical escalation protocols

Multiplier links

- Elder care → labour supply → household income.
- HealthTech mission → wearables/robotics → commercialisation.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Long-term care integrates social and health services, carer support and personal choice. Independent living for people with disabilities and prevention of avoidable institutionalisation matter alongside capacity. Standards, protection from abuse and recurring cost are conditions for expansion.

15. Effective Labour Capacity and the National Skills Demand Engine

We measure not only how many people exist, but how many can reach work, can work, have the required skills and for whom work is financially worthwhile.

The labour market is constrained by several frictions at once: care, transport, housing, health, skills mismatch, lack of flexibility and the small gap between earnings from work and the cost of participation. Romania 2035 introduces a common diagnostic - the Effective Labour Capacity Index - without turning it into a social-control instrument.

The Effective Return-to-Work Test calculates, for representative households, the additional disposable income after taxes/contributions, childcare, commuting and benefit changes. If returning to work is not worthwhile, the problem is identified before more money is spent on isolated programmes.

The National Skills Demand Engine combines vacancy data, credible investments from the Opportunity Platform, demographics and regional supply to generate signals for VET/universities/retraining. When a factory or data centre enters financing, skills become a task with a deadline, not a surprise at inauguration.

Key measures

- Effective Labour Capacity Index: participation, hours, underemployment, care, commuting, skills mismatch, healthy working life and vacancy mismatch.
- Effective Return-to-Work Test for household archetypes.
- National Skills Demand Engine: vacancies + investment pipeline + demographics + training output.
- Jobs reachable within 45/60 minutes KPI for mobility/housing.
- Experienced Worker Retention: preventive health, flexible work, digital/reskilling, adaptations, less physical roles, mentorship.
- Remote/hybrid eligibility in job matching and returnee matching.
- Additionality evaluation for childcare, elder care, commuting and training.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Labour / ANOFM, with Education, Transport, MDLPA and Health.
Delivery institutions	ANOFM, INS/data agencies, VET/universities, UAT/metropolitan transport, employers.
Legal route	Aggregated data sharing, data protection, employment/training rules and taxation.
Funding	ESF+, ALMP, training budgets; fiscal adjustments pass the Fiscal Lock.
What we reuse	ANOFM/vacancy data, Opportunity Platform, education and transport registers.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
employment/participation by group; hours worked; vacancy-fill time; return-to-work	index interpreted coercively; training for	aggregated diagnostic, not coercive eligibility; investment-maturity thresholds;

Key indicators	Main risks	Countermeasures
gain; training placement; jobs reachable; older-worker retention	jobs that do not materialise; forecast error	annual backtesting

Multiplier links

- Turns every investment into a skills signal.
- Care + transport + housing become labour infrastructure.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Skills matching includes low-skilled adults, people with disabilities, women, young people outside work or education and rural or marginalised communities. Employment services connect training to demand and accessible support without unlawful conditioning of assistance rights. Qualification recognition, workplace safety, collective bargaining and equal treatment are checked. KPIs track sustained employment and real income.

16. Home to Romania: Return, Reintegration and Economic Matching

The state does not pay for relocation; it removes bureaucracy and makes visible where a returnee's experience fits the economy.

The diaspora does not need a relocation bonus to decide whether Romania is the right place. It needs documents, family matters, qualifications, children's schooling, health, taxes and professional opportunities not to become a months-long bureaucratic project.

The programme provides one family case and one coordinator, including through embassies and consulates, with free translations and administrative processing. Citizenship for eligible family members is procedurally facilitated within the law; a foreign spouse does not automatically receive citizenship, and substantive and security requirements remain.

The economic component links the CV, qualifications, languages, location, work model and salary aspirations to jobs, investment projects, research missions and startup opportunities. There is no job guarantee, only high-quality matching.

Key measures

- Central office/coordination function for reintegration using an existing institution; services through embassies/consulates.
- One-family/one-case officer.
- Coordination of civil status, CNP, ID/passport, tax/residence, health, school/childcare, qualifications, pensions/social security, business and customs relief.
- Free online Romanian/reintegration classes for spouses/children and a school bridge.
- Duty/tax relief for eligible personal goods when transferring residence, not for general financial transfers.
- Returnee Skills Matching Layer in the Opportunity Platform.
- Employers can publish diaspora-suitable vacancies; aggregated data inform Skills Demand.

Safeguards and limits

- No cash relocation payments, grants or moving reimbursements.
- No automatic citizenship; only administrative facilitation within the law.
- No privileged tax treatment for transferred financial wealth.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Foreign Affairs for entry/external case; Labour/ANOFM for matching; Interior/Justice/Education/Health/Finance within their competencies.
Delivery institutions	Embassies/consulates, ANC/MAI, ANOFM, CNAS, inspectorates/universities, ANAF/Customs.
Legal route	Citizenship, civil status, immigration/residence, recognition of qualifications, EU social coordination and customs.
Funding	Administrative/EU capacity; no relocation-incentive budget.
What we reuse	Consular services, ANOFM, recognition platforms and the

Element	Content
	Opportunity Platform.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
case-completion time; duplicate documents eliminated; qualification-recognition time; qualified matches/returnee; placement/startup/research participation; family school integration	job promises; fragmentation between institutions; perception of favouritism	matching without guarantee; one-case SLA/handoff register; same substantive rules for rights

Multiplier links

- Diaspora → skills gaps → research/industry clusters → regional development.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
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European integration and legal conditions

Diaspora return retains its own pathway. Separately, Interior and immigration authorities administer legal migration, asylum and borders under the EU Pact applicable from 12 June 2026, including identification, security, reception conditions, child protection and appeals. Romania chooses its solidarity contribution lawfully; the programme invents no quota. Lawful recruitment and language and professional integration supplement labour capacity without exploitation.

17. Safe Schools, Grade 12, VET and Modern Pedagogy

Visible safety and real competencies: school must lead to independent life, further study or work, not merely a diploma.

Education retains two missions at once: deep learning and child protection. The Safe School Compact establishes a national minimum service for violence, bullying, drugs, self-harm risk and serious incidents, with prevention and counselling before intrusive measures.

Grade 12 becomes the completion standard, with more flexible academic and vocational pathways, anti-dropout measures and real links to employers. VET connects to the National Skills Demand Engine so funded places follow actual shortages and credible investments.

Teachers receive development in digital pedagogy and responsible use of AI. The 5% professional-development + up to 5% performance model remains tied to applied competence, progress, inclusion and professional contribution, not merely raw exam scores.

Key measures

- Safe School: safeguarding lead, protocol, confidential reporting, parent notification, escalation to police-health-child protection, aggregate climate KPIs.
- Intrusive measures require a legal basis, necessity, proportionality, privacy and evidence of effectiveness.
- Grade 12 completion standard and anti-dropout pathways.
- VET/apprenticeships linked to the Skills Demand Engine.
- Digital pedagogy certification and 5%+5% teacher incentives with moderation.
- Rural/disadvantaged schools receive time, equipment and coaching so the gap is not widened.
- Financial/digital/civic practical competencies integrated into the curriculum where appropriate.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Education and Research.
Delivery institutions	Inspectorates, schools, local authorities, police/health/DGASPC for incidents, employers/VET.
Legal route	Education law, child/data protection, labour, qualifications and ministerial orders.
Funding	ESF+/education, national budget, safety/prevention and infrastructure funds.
What we reuse	SIIIR/MATE, anti-dropout programmes, VET/apprenticeship, school counsellors.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
Grade 12 completion; dropout; graduate employment; VET placement; incidents and response time; attendance/wellbeing; teacher certification/performance	metric gaming; excessive surveillance; VET without employer demand	multiple indicators/moderation; privacy/proportionality; Skills Demand trigger

Multiplier links

- Education feeds university leadership, labour supply and R&D.
- Safe schools reduce social/health costs and improve attendance.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Basic skills and dropout prevention take priority, including rural and marginalised communities, through existing early-warning and coordinated services. Requirements accommodate students with disabilities and preserve equivalent vocational routes. The 5%+5% incentives follow statutory pay rules, budget and social dialogue, with moderated indicators that do not penalise schools serving disadvantaged students.

18. Universities: Interdisciplinary Projects and Applied Leadership

The Bachelor's degree builds depth and teamwork; Master's and doctoral programmes add real interdisciplinary problems and management experience.

Public universities receive a mandate to expand interdisciplinary projects that use resources and knowledge from at least two domains and cannot credibly be solved by a single discipline. The goal is systems thinking, communication across professions and real experience, not cosmetic electives.

At Bachelor level, the priority remains subject-matter mastery and strong teamwork. Foundations of interdisciplinary thinking and selected projects are built, especially in later years, without a rigid quota that would dilute core competence. At Master's and doctoral level, around 30% of workload/credits should be authentic project/interdisciplinary work where the field allows.

Teams are vertical: late-stage Bachelor students contribute as members, Master's students lead workstreams, doctoral candidates lead projects/research, under academic supervision. At the start of Master's/doctoral programmes, people/team management is taught from first principles and then applied in projects.

Key measures

- Qualifying project = complex problem, ≥2 domains, real interdependence, common outcome and individual + team assessment.
- The Ministry of Education maintains the register/portfolio: problem, domains, team, deliverables, outcomes, partner, budget, schedule, success metrics.
- Independent/peer review to eliminate checkbox projects.
- Inter-university projects and shared studios/labs.
- Master's/PhD: management foundation - delegation, planning, feedback, conflict, motivation, performance, ethics, budgets, decision-making, team dynamics.
- Rotating leadership roles; 360-degree feedback from juniors, peers, supervisor and external partner where appropriate.
- High-quality failure may receive a strong evaluation if method, integrity, learning and management were sound.
- EU liaison screen for approved projects; the good project comes before the funding.

Safeguards and limits

- Regulated-profession core and accreditation are not diluted.
- The student is not assessed only on the team outcome; individual contribution remains mandatory.
- The system does not optimise completion rates through trivial projects.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Education and Research; the university for curriculum and academic delivery.
Delivery institutions	Rectorates, faculties, doctoral schools, public/private/NGO partners, MIPE liaison.
Legal route	ECTS/Bologna, accreditation, university autonomy, regulated professions and IP/ethics.

Element	Content
Funding	University budgets, competitive grants, Erasmus+/Horizon/European Universities/cohesion, partner co-financing where commercial.
What we reuse	Curricula, placements, doctorates, research labs, Applied Research Missions.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
% Master's/PhD workload in authentic projects; cross-faculty/inter-university teams; 360° leadership score; external deliverables; graduate employment/management progression; publications/prototypes/commercialisation	checkbox interdisciplinarity; weakening subject depth; free labour	approval criteria/outcome audit; Bachelor core protected; commercial work compensated

Multiplier links

- Produces the management layer for firms, government and R&D.
- National projects become training and research at the same time.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

The approximately 30% interdisciplinary-work objective at Master's and doctoral level is implemented through academic decisions and accreditation standards, with field-appropriate equivalents. University autonomy under Article 32(6) remains guaranteed; the ministry does not unilaterally prescribe curricula or doctoral credits. Funding may reward documented outcomes while respecting academic freedom, basic research and scientific integrity.

19. Applied Research Missions and the Research-to-Market Pipeline

The state publishes the problem; research chooses the method; a good result receives a competitive path toward testing, customer and market.

The Applied Research Missions Programme publishes concrete national problems - water, seismic resilience, agriculture, health, AI, energy, transport, robotics, dual-use - without prescribing the scientific conclusion. Universities, institutes, students and companies may compete and collaborate on solutions.

The Research-to-Market Pipeline classifies results as: fundamental knowledge; further research; proof/prototype; industry transfer; spinout; public deployment. Stage gates decide continuation, change or termination, and negative results are retained in a repository when they can be published.

Fundamental research remains protected. Commercialisation is an additional pathway, not the exclusive definition of academic value. The Shared Technology Transfer Network provides patent/IP, licensing, valuation, startup, EU finance and industry-scouting expertise without requiring every university to duplicate scarce specialists.

Key measures

- Research & Innovation Challenges in the Opportunity Platform for government, companies, hospitals, UATs and NGOs.
- Shared TTO hub-and-network; local innovation contact + regional/national specialists.
- National Model Research Collaboration/IP Agreements before work begins.
- Competitive innovation pilots/pre-commercial procurement/innovation partnerships - a fair pathway, without a guaranteed contract.
- National Research Capability & Equipment layer with labs/equipment/capacity/accreditation.
- Shared expensive research equipment and utilisation review before new purchase.
- Mission Results Repository including negative results that can lawfully be published.
- Stage gates: research → proof → prototype → validated → pilot customer → commercialisation → scale/export.
- EU Funds Liaison screen for Horizon/EIC/Digital/EDF, etc.

Safeguards and limits

- Fundamental research protected.
- Students are not free commercial labour; work beyond educational/research scope requires co-financing/compensation.
- Academic publication freedom is transparently balanced with legitimate IP/security obligations.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Education and Research for missions/research policy; universities/institutes for science; Economy/sector ministry for demand/adoption.
Delivery institutions	Universities, institutes, shared TTO, sector ministries, MIPE liaison, public procurers.
Legal route	Research ethics, IP, State aid, procurement, data, security/export

Element	Content
	control where applicable.
Funding	Horizon/EIC/EDF/other EU + national ring-fenced R&D + industry co-financing by maturity stage.
What we reuse	Existing labs, grant agencies, procurement mechanisms, university structures.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
challenge→project time; prototype rate; pilot rate; licensing/spinout; industry-funded research; EU funds won; equipment utilisation; public deployment/export	publication-only output; TTO bureaucracy; permanent subsidy	commercialisation classification; shared expertise; stage gates + increasing private co-financing

Multiplier links

- University projects produce graduates + managers + IP + public solutions in one cycle.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Research missions use competitive selection, independent review and credible multiannual funding without displacing basic research. Horizon Europe and European partnerships connect to actual capability and cofinancing. Integrity, ethics, permitted open access and security and export rules are set before work; patent counts do not substitute for outcomes.

20. Public IP, Commercialisation and Reinvestment of Value in Research

When public research creates commercial value, taxpayers, the university and creators share in the outcome, and the money feeds the next generation of research.

For publicly guided and publicly funded university research, generated IP is owned by the university unless a different lawful structure was established in advance. Inventor rights are legal, not honorific: only actual inventors are named on patents; other contributors are properly recognised in projects, publications or acknowledgements.

Commercialisation does not necessarily mean sale. The university and Shared TTO may select sale, exclusive/non-exclusive licence, milestone/royalty structures, spinout or another market-based model to maximise long-term value and avoid transferring public value to a private company below market price.

Of eligible residual proceeds from future public programmes, after audited direct costs and reservation and payment of statutory inventor remuneration, 60% enters the national R&D reinvestment fund and 40% remains with the university under lawful terms established before funding. Contributors receive statutory and agreed remuneration; substantially contributing students may receive a relevant tuition offset or equivalent award. Existing rights and contracts are preserved.

Key measures

- Ownership/background/foreground/inventor/publication/confidentiality/commercialisation/value-sharing terms established before work begins.
- Market-value defensibility and competition/State-aid compliance for private transfer.
- Eligible residual proceeds = revenue minus reasonable audited direct costs and reserved statutory inventor remuneration.
- 60% ring-fenced national R&D fund; 40% university general research/strategic funds. Prospective application to eligible revenue, preserving university autonomy and existing rights.
- The university’s 40% may fund labs, equipment, staff, student research, TTO and interdisciplinary infrastructure. Statutory inventor remuneration is paid before the eligible residual proceeds are divided 60/40.
- Mandatory transparent minimum inventor/researcher participation; exact formula benchmarked and legally validated.
- Qualifying substantive students: tuition offset/reimbursement or equivalent award, not nominal participants.
- Public traceability of proceeds/distribution/reinvestment, subject to commercial confidentiality.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	University for IP; Ministry of Education/Research + Finance for the distribution framework; Shared TTO for the transaction.
Delivery institutions	Universities, TTO network, patent office/professionals, Finance, existing research-fund administrator.
Legal route	Employee inventions, patents, copyright, State aid, procurement, taxation, university finance; legal validation before enactment.
Funding	Self-financing from commercialisation; national R&D share does not revert to general expenditure.
What we reuse	University IP rules, grant agencies, TTOs and research budgets.

Element	Content

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
net proceeds; % market-valued transactions; 60/40 distribution timeliness; student/researcher reward rate; reinvestment-to-new-projects; royalty/spinout return	undervaluation; inventorship disputes; universities prefer a short-term sale over long-term value	independent valuation/shared TTO; pre-work agreements; licensing/spinout alternatives and governance

Multiplier links

- Dead public assets → R&D fund; successful R&D → more R&D.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

The 60% national and 40% university rule applies to eligible net revenue from future public programmes under clear lawful terms agreed before funding. It does not retroactively transfer existing IP or earned income or override grant and partner obligations or inventors' rights. Existing assets and contracts follow law or valid agreement. Legislation and agreements preserve university autonomy and contributor remuneration. Statutory inventor remuneration is reserved and paid before the eligible residual proceeds are divided 60/40; cases within Article 11 of Law 83/2014 retain at least 30% of the income defined by law. Contracts do not reduce that minimum by calculating it only against the university share.

21. Integrated Health, Prevention, Rural Access and Mental Health

Health is simultaneously an essential service, human capital and resilience infrastructure.

Health reform connects the medical record, CNAS, digital prescriptions and referrals with family medicine, prevention, telemedicine and rural access. The objective is not a large database, but a simpler patient journey that is less dependent on emergency care.

Older people receive clear pathways linked to Care Close to Home. Mental health progressively shifts from a predominantly hospital-centred model toward primary-care screening, outpatient/community care, accessible psychotherapy, child/adolescent care, addiction services and crisis pathways.

Measurement includes healthy working life and avoidable hospital use, linking health to the Labour-Supply Multiplier without reducing the patient to economic productivity.

Key measures

- Integrated patient record/interoperable access, digital referrals/prescriptions.
- CNAS transparency on costs/outcomes where lawful.
- Primary care/prevention, rural access and telemedicine pilots.
- Senior pathways linked to home care/elder monitoring.
- Mental health/community outpatient, child/adolescent, addiction, suicide prevention/crisis and workplace pathways.
- Emergency resilience and stock/logistics interoperability.
- University HealthTech missions for monitoring, assistive technology and analytics with clinical validation.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Health / CNAS.
Delivery institutions	CNAS, DSP, hospitals, GPs, local health services, universities, emergency services.
Legal route	Health laws, CNAS contracts, GDPR/medical confidentiality, medical-device and telemedicine rules.
Funding	Health budget, EU4Health/cohesion/NRRP assets, outcome-based reprioritisation.
What we reuse	PIAS/SIUI, existing provider networks, rural/telemedicine programmes.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
wait/access time; preventive coverage; avoidable admissions; rural gap; mental-	IT project without workflow change; rural workforce shortage; privacy breach	process redesign and legacy retirement; workforce incentives/training;

Key indicators	Main risks	Countermeasures
health outpatient access; healthy working life; patient-reported outcomes		security/privacy architecture

Multiplier links

- Health improves older-worker retention and reduces family care burden.
- HealthTech becomes an R&D/commercialisation pipeline.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Prevention and primary care, especially in rural areas, connect with social services, screening, vaccination under health policy and mental health. Health coordinates One Health and antimicrobial resistance with agriculture and environment. Digitalisation prepares the phased EHDS duties, including patient access, interoperability and authorised secondary use; medical records do not become public or freely accessible to other authorities.

22. National Civic Service and Leadership Programme (PNSCL)

Voluntary, civilian, paid and focused on useful skills - not a disguised form of compulsory service.

PNSCL offers young people and adults a voluntary, paid service pathway in health, emergencies, communities, cyber, leadership, civil protection and other fields where work can be structured safely. The goal is competence, experience and civic resilience.

The programme does not substitute qualified staff or turn participants into cheap labour. Every track has training, supervision, scope and clear limits, and regulated professional activities remain with professionals.

Participation can become a bridge to VET, university, jobs or civil protection, with certification of acquired competencies.

Key measures

- Voluntary and paid civilian tracks.
- Standard training, safeguarding and supervision.
- Micro-credentials/recognition of competencies.
- Link with IGSU, health/community, cyber/administration and leadership.
- No substitution of regulated professional roles.
- Outcome reporting: completion, employment/education transition, readiness skills.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Government/ministry responsible for youth/labour, with MAI-IGSU and host ministries.
Delivery institutions	Public institutions/accredited NGOs/emergency services depending on track.
Legal route	Labour, volunteering/civic service, youth protection, health & safety, regulated professions.
Funding	ESF+/youth/employment, programme budget; paid and capped.
What we reuse	ANOFM, IGSU, youth programmes, VET/training.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
participation/completion; skills certified; employment/education transition; participant safety; host satisfaction	substitution with low-cost labour; politicisation; compulsion through incentives	scope limits/audit; non-partisan governance; clearly voluntary participation

Multiplier links

- Builds civic resilience and entry-level experience for Skills Demand.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.

- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Civil service remains voluntary and paid with child safeguarding, work and training standards, insurance and contractually defined exit rights. It does not replace permanent jobs or authorise access to sensitive data or regulated professions. Civil-protection skills use competent-authority standards and community preparedness exercises.

23. Fast Permit, Buyer Protection and Housing Supply

Complete file = predictable deadline; supply grows through land and infrastructure, not permanent market caps.

Housing affordability cannot be solved sustainably only by stimulating demand. Romania 2035 increases supply through standardised documentation, a target decision within 14 days after completeness is confirmed for categories that can be processed this way, transparent escalation and a serviced-land pipeline.

Fast Permit does not mean lower technical standards. It means the authority issues a complete, reasoned and timely decision while safety, planning, environmental and heritage checks are preserved. Shared engineering/architectural review helps UATs without sufficient specialists.

For off-plan buyers, the developer must demonstrate financing structure and milestones, while protection mechanisms reduce the risk that family deposits finance undercapitalised projects.

Key measures

- Confirmation of application completeness and a public decision clock.
- 14-day target for standard categories after completeness, with reasoned technical exceptions.
- Digital submission/status and a single request for missing information where possible.
- Shared technical review for localities without capacity.
- Infrastructure-ready land pipeline and targeted upzoning/mixed use near transport.
- Off-plan protections: financing disclosure, escrow/guarantee or equivalent legally designed mechanisms, milestones and a failed-project plan.
- No blanket rent/price controls as a structural instrument.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	MDLPA and UATs; sector authorities for their approvals.
Delivery institutions	Municipalities/councils, shared services, cadastre/utility authorities, consumer protection.
Legal route	Planning/construction, cadastre, consumer protection, insolvency/escrow, environment/heritage.
Funding	Proportionate permitting fees, EU digitalisation; infrastructure through local/national/EU mix/development contribution where lawful.
What we reuse	e-permitting, cadastre, GIS, shared review.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
permit median/P90; first-time-complete rate; housing units permitted/completed; buyer losses/off-plan failures; serviced land available	speed lowers quality; developer gaming; infrastructure lag	risk-tiered review; financial disclosure/guarantees; Infrastructure-Before-Volume

Multiplier links

- Fast Permit amplifies the Opportunity Platform and Complete Communities.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

The 14-day target applies only to complete files in eligible standard categories after necessary legal changes. It does not shorten mandatory impact assessment, Natura 2000, heritage, consultation or safety procedures and creates no tacit approval for risky projects. Housing and new buildings respect EPBD, accessibility and safety; private supply is complemented by costed action on overcrowding, social housing and homelessness.

24. Complete Communities and Regional Growth

We build functional nodes and corridors, not bedroom suburbs in 40 km circles.

Metropolitan Mobility & Housing Access expands the real housing and labour market through transport and infrastructure corridors, not an arbitrary radius. Cheaper land becomes useful only if the household can reach jobs and services without hidden time and car costs.

Each node receives a Growth Area Readiness Score covering mobility, utilities, childcare/schools/health/elder care, housing capacity, employment/commercial capacity, environment and risks. Category A is ready, B becomes ready after defined investments, C is long-term reserve, D is unsuitable for major growth.

Development follows Infrastructure-Before-Volume and stage gates. Existing settlements and brownfields are assessed before greenfield sites. Projected population triggers capacity reviews, and shortages become published opportunities for public/private/NGO providers.

Key measures

- Corridor/node, not radial sprawl.
- Infrastructure-Before-Volume: transport/utilities funded, operational or contractually credible before large housing volumes.
- Growth Area Readiness A/B/C/D.
- Population-triggered childcare, education, primary health, elder care, transit, utilities and emergency capacity.
- Mixed-use employment/commercial capacity, not bedroom suburbs.
- Housing Supply Response Rule around major accessibility investments.
- Combined Housing + Mobility Affordability Index.
- Existing Settlement/Brownfield First Screen.
- Metropolitan Growth Compacts between UATs, without forced merger.
- Growth stage gates: designation → infrastructure → initial development → demand/outcome review → expand/pause/cancel.
- Principle of transparent development infrastructure contribution/value capture; formula after separate legal/fiscal testing.

Cities in Motion - Urban Mobility Fluidity

The objective is not unlimited free-flow for private cars, but predictable high-capacity urban movement: public transport, people, emergency services, essential freight and necessary car trips. MDLPA sets standards and funding conditions; municipalities and metropolitan structures choose the engineering solution through SUMPs/PMUDs.

- Headline KPI: Reliable Access Time to work, education, healthcare and services. Supporting KPIs: public-transport commercial speed, 95th-percentile travel time, jobs reachable in 45/60 minutes, persons/hour, freight time/tonne-km, emergency delay and serious collisions.
- Optimize Before Build: before overpasses or road expansion, test signal timing, one-way systems, turn restrictions, lane reassignment, transit priority, access/parking management and junction redesign.
- Park-and-ride receives funding only where frequent transit, time advantage, demonstrated demand and real interception before congestion are shown.

Delivery windows and Clear Corridors

Routine urban deliveries move outside locally defined congestion windows where operationally feasible, with narrow exemptions for urgent medicines, blood, emergency repairs, critical utilities and similar cases. Cities define windows from data, provide loading bays and apply quiet-delivery standards in residential areas.

Unlawful stopping/standing in an active traffic lane, bus lane, tram movement, strategic corridor or emergency access becomes an aggravated mobility offence. Hazard lights do not create a right to stop. A first non-dangerous offence may receive a recorded written educational notice; subsequent offences are progressively fined. Dangerous conduct and emergency-access obstruction are sanctioned immediately.

Cameras and citizen evidence

Buses/public transport and local-police vehicles may collect video evidence for offences within legal competence, with other cases routed to Romanian Police. MAI/e-SAR/e-SIGUR is legally expanded for dashcam submissions concerning objectively provable offences. Footage must establish vehicle, time and location; geotagging is preferred but not mandatory where location is otherwise reliably established. Every sanction requires competent human review and due process.

A PSA precedes enforcement and explains the rule, education phase, cameras, appeal rights and that hazard lights do not legalise stopping. Tangible KPI: minutes of public-transport/general-traffic delay eliminated through enforcement.

Employer-assisted public transport

Employers may fund or subsidise local/metropolitan passes, commuter rail and integrated park-and-ride on a tax-efficient, capped and non-duplicative basis. Participation is voluntary for employers and targets the real cost of commuting and the size of the reachable labour market.

- Corporate packages and pooled employer purchasing for industrial/business parks can support routes or frequencies where aggregated demand is credible.
- Shift workers may be served by early/late services or demand-based feeders.
- KPIs: monthly commuting cost, mode share, commute time, jobs reachable in 45/60 minutes and fiscal cost per additional regular transit commuter.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	MDLPA; UAT/metropolitan compacts for implementation; Transport for major infrastructure.
Delivery institutions	UATs, county councils/shared services, transport operators, utilities, Education/Health/Labour.
Legal route	Planning, transport, utilities, local finance, development contributions/value capture after validation.
Funding	EU/cohesion/regional, local/national, private development contribution where lawful and proportionate.
What we reuse	Existing settlements, brownfields, transport projects, utility plans.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
jobs reachable within 45/60 min; housing+mobility affordability; housing capacity around nodes; service capacity vs population; modal share; private capital per public leu	sprawl; transit only raises land prices; services arrive late; speculative new cities	readiness/stage gates; housing supply response; population triggers; evidence of demand

Multiplier links

- Labour supply + investment attraction + housing affordability in one spatial system.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.

- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

Complete communities include accessibility, inefficient-home renovation and affordable transport for people with low income or reduced mobility. EPBD implementation and the Social Climate Plan connect to bills and commuting. Cameras and video evidence require a legal basis, necessity, data minimisation, limited retention, verification and appeal, without generalised biometric recognition.

25. Build Once and Safe Roads

Before the final layer of asphalt, we check utilities, drainage, pavements, cycling, fibre, lighting and safety.

Romania spends too much when the same street is opened successively by water, sewerage, energy and telecom utilities and then repaired again for road safety. Build Once / Dig Once coordinates programmes and creates GIS as-builts, spare ducts and common schedules.

Safe Roads treats infrastructure, not just behaviour. Pavements and pedestrian alternatives, signs visible at useful stopping distance, traffic-light visibility, crossings, intersections, school zones and black spots are prioritised by risk and lives saved per leu.

Undergrounding is initially prioritised in settlements above 50,000 residents and on new roads where cost/benefit and infrastructure allow, without turning the rule into a rigid standard blindly applied to rural areas.

Key measures

- Multi-utility plan before major works and mandatory GIS as-built.
- Spare ducts and coordination of fibre/energy/water/sewer/drainage where justified.
- Undergrounding prioritised in urban areas and all new roads built to the standard.
- National Road Hazard Registry: citizens, police, road administrators and supported Waze/Google feeds where official integration is possible.
- Black-spot analysis and interventions ranked by expected safety benefit/RON.
- Pedestrian continuity, protected cycling where flows justify it, school zones, intersections/roundabouts, sign/traffic-light sightline audits.
- Road administrator has a deadline and status for a verified hazard.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Transport for national standards; road administrators/UATs for execution; MDLPA for urban/local aspects.
Delivery institutions	CNAIR/CFR where relevant, UATs, utilities, traffic police, shared engineering/GIS.
Legal route	Government Ordinance 43/1997 and technical/road-safety audit rules, utility coordination, data/reporting; draft legislation identifies exact articles after legal audit.
Funding	Transport/cohesion/eligible Anghel Saligny/local/utility co-investment; coordinated works reduce lifecycle cost.
What we reuse	Road strategy, infrastructure programmes, GIS and utility works.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
repeat excavations; km of complete corridor; fatalities/serious injuries; hazard-closure time; defect recurrence; lifecycle cost/km	coordination delays urgent work; false data reports; overbuilding ducts	emergency exception; trust score/verification; demand-based design

Multiplier links

- The same excavation delivers mobility, safety, digital, energy and resilience.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Build Once integrates road safety, accessibility, charging infrastructure and TEN-T and AFIR requirements applicable to the route, following verified demand and lifecycle assessment. Optimisation before construction does not defer mandatory safety repairs. Procurement and expropriation retain competition, environmental assessment and lawful compensation.

26. Zero-Upfront Solar Roofs and Distributed Efficiency

Unused surface becomes an energy asset; private capital finances where the project generates revenue and savings.

The programme turns roofs, car parks and other suitable surfaces on apartment blocks, businesses and institutions into investable portfolios. The owner does not have to advance the cost: the private operator finances, installs, operates and maintains the system in exchange for a competitive contractual structure.

The register of public surfaces and the Romania Solar Buyers Alliance/GPO create predictable demand and reduce equipment, financing and installation costs. Solar Block and Efficient Home link local generation to renovation and efficiency so households reduce both the price of energy and the amount consumed.

Solar is not confused with firm power. The energy system integrates it with grid, storage, hydro/nuclear/dispatchable capacity and demand flexibility. Contracts and prosumer exports align with ANRE regulation.

Key measures

- Inventory of public/condominium/business surfaces; suitable ones enter the Opportunity Platform.
- Competitive no-upfront concession/PPA/lease models, with no public guarantee of profit.
- Solar Buyers Alliance/GPO to aggregate demand.
- Distributed Energy Investment Facility: up to 75% financing, minimum 25% private equity, subject to risk/commercial test.
- Solar Block/Efficient Home and renewable-performance standard for new developments; retrofit older apartment blocks.
- Public roofs: schools, hospitals, stations, depots, car parks and other structures where technically/economically appropriate.
- Anticipatory R&D and planning for PV end-of-life recycling before the waste wave arrives.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Energy / AFM where relevant; ANRE for regulation; UAT/institutions for assets.
Delivery institutions	Private operators, associations, public asset owners, grid DSOs, financial institutions.
Legal route	Energy/prosumer rules, concessions/leases, State aid, building/fire/electrical rules, procurement.
Funding	Private capital/debt, Modernisation Fund/AFM/EU for market failures/public good, not blanket grants.
What we reuse	Prosumer schemes, AFM, public asset inventory, Opportunity Platform.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
MW installed; RON/MW; private leverage; household/public bill reduction; grid export/self-consumption; project	poor roofs/structural issues; grid congestion; contractual asymmetry	technical screening; capacity layer/storage; standard contracts/consumer protection

Key indicators	Main risks	Countermeasures
default/performance		

Multiplier links

- Energy savings → household security; predictable demand → installers/manufacturing; public surfaces → revenue/lower cost.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Building solar follows EPBD categories, feasibility and deadlines, without an immediate universal roof mandate. Energy sharing uses Romanian rules actually applicable, with metering and transparent tariffs. Owner consent, structural and fire safety, warranties, network costs and recycling are contractual conditions; vulnerable users receive targeted support rather than a general commercial grant.

27. Productive Energy System: Grid, Storage and Value per MW

The target is not an annual paper surplus, but firm, flexible and competitive energy exactly where the economy can use it.

Romania 2035 replaces simplistic surplus language with structural adequacy: sufficient diversified domestic generation, reserve margin, grid, interconnection, storage and demand response so new industrial loads can connect without compromising security of supply.

The Opportunity Platform publishes, at the appropriate security level, capacity layers: firm MW today, additional MW after minor works, planned MW and delivery date, substation/voltage, redundancy, lead time, congestion/curtailment and storage/flexibility. Investors know before buying land whether 50 MW is real.

The Strategic Electricity Demand Screen / Value-per-MW compares investment, jobs, taxes, exports, local value added, strategic/digital value, flexibility, heat reuse and resource intensity. It does not centrally allocate electricity, but helps prioritise infrastructure and incentives.

Key measures

- Verified power-capacity layer for industrial/data-centre sites.
- Use-it-or-lose-it grid reservations with permit/finance/commitment milestones.
- Annual National Electricity Demand & Industrial Growth Model: households, EVs, heat pumps, rail, industry, data centres, storage, H2 where justified, demographics and efficiency.
- Map-driven Energy-Industrial Co-location Zones: generation/grid/storage/land/fibre/transport/workforce.
- Market-based flexible-load products and demand response.
- Waste-heat reuse score for data centres/industry.
- Pumped storage/hydro refurbishment + batteries + grid/interconnection + nuclear/renewables/dispatchable mix.
- Delivered Industrial Energy Cost monitor, not only generation LCOE.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Energy; ANRE regulatory role; Transelectrica/DSOs for grid data and plans.
Delivery institutions	Transelectrica, DSOs, generators/storage, investors, UATs/industrial parks.
Legal route	Electricity market/network codes, connection rules, State aid, environment; capacity data sanitised for security.
Funding	Tariffs/regulatory investment, Modernisation Fund/CEF/EU, private generation/storage, state support only where justified.
What we reuse	Transelectrica 10-year plan, ANRE approvals, cross-border market, Opportunity Platform.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
firm MW available by zone; connection lead time; speculative MW released; curtailment; storage/flex MW; industrial	generation outruns grid; queue locking; subsidised low-value loads; annual surplus masks tight hours	demand model/grid planning; use-it-or-lose-it; Value-per-MW; adequacy/reserve metrics

Key indicators	Main risks	Countermeasures
delivered cost; capital/jobs/value per constrained MW		

Multiplier links

- Firm power + brownfield/mine + fibre/workforce → energy-ready industrial geography.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

The energy model is reconciled with the NECP and renewable, efficiency, emissions, interconnection and reporting obligations. The regulator and operators retain competence over non-discriminatory access and tariffs. Flexibility, congestion reduction, supply security and total cost are measured; reserved capacity is not presented as available firm power.

28. Energy Independence and the Black Sea-Carpathians-Central Europe Corridor

Domestic resources and regional infrastructure become a strategic advantage only after demand, engineering, security and bankability tests.

Black Sea gas and existing infrastructure can support domestic consumption, regional security and exports toward Hungary and Central Europe. The priority is to use existing infrastructure - Tuzla/Podișor, BRUA and interconnectors - before speculative megaprojects.

Constanța-Midia LNG remains a conditional option: modular/floating/onshore only if it adds value compared with accessible regional terminals and has customers/contracts. Caspian cooperation realistically distinguishes Azerbaijan/Georgia, Turkmenistan subject to route, and Kazakhstan initially as an oil/refining/logistics partner.

A westbound oil pipeline is analysed separately, with anchor customers and an open-access bankable model. Prioritising local production uses instruments compatible with the EU internal market, security of supply and contractual obligations, not arbitrary discrimination.

Key measures

- Maximise domestic production where legally/economically justified and remove permitting/infrastructure bottlenecks.
- Capacity/compressor upgrades on the corridor toward Hungary after binding demand.
- Constanța LNG only after comparative regional economics, demand and security gate.
- Separate oil-corridor feasibility study, anchor customer/open access.
- Storage, interconnection and Moldova/regional solidarity integrated.
- Emergency powers only within constitutional/EU limits, temporarily and proportionately for genuine crises.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Energy + Transgaz/Conpet/port authorities depending on asset; Government for geopolitics.
Delivery institutions	TSO/operators, private producers, port, ANRE, environment/security authorities.
Legal route	EU energy/internal market, concessions/offshore, environment, competition, sanctions/security.
Funding	Commercial/project finance/CEF/strategic EU; no construction before bankability.
What we reuse	BRUA/interconnectors, Black Sea production, storage, Constanța infrastructure.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
domestic production; firm domestic supply; interconnector capacity booked; project bankability; import concentration; regional export revenue	stranded megaproject; geopolitical supplier risk; myth of domestic price insulation	stage gates/anchor demand; diversification; delivered-price transparency

Multiplier links

- Energy security improves industrial attractiveness and regional influence.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

Domestic gas and related infrastructure are tested as transition and security instruments with methane duties, carbon costs and stranded-asset risk. The programme retains lawful coal-exit commitments and a just transition for workers. It promises no general export ban or below-cost energy in breach of the internal market, solidarity or contracts; cross-border projects use regional cooperation.

29. Mine2Value: Closed Mines for Compute, Industry and Strategic Infrastructure

We identify suitable sites before promising conversion: geology, power, fibre and cost decide.

Closed mines and industrial platforms can have unusual advantages: controllable access, thermal mass, underground structures, land, utilities and technically experienced communities. But many sites are unsuitable for data centres or sensitive production because of stability, gases, water, access or cost.

Mine2Value is first and foremost an inventory and classification mission. Screening covers geology/stability, methane/radon, flooding, evacuation, usable volumes, surface assets, road/rail, grid/substation, redundant fibre, cooling/water, environment, title, workforce, university proximity, security and cost.

Sites enter the Opportunity Platform only after de-risking. The preferred configuration is often hybrid - surface activity plus secure/underground components - rather than artificially moving an ordinary factory underground.

Key measures

- Inventory of closed/closing mines and former industrial estates.
- Weighted site ranking for data centres/sovereign compute, secure R&D, drone/electronics/dual-use production, storage/continuity.
- Power and fibre are high-weight variables; local solar is not 24/7 firm power.
- University missions: mapping, sensing, robotics, digital twins, thermal/water modelling.
- EU liaison from screening stage; brownfield/JTF/industry funding where eligible.
- Pilot only a few sites after evidence; publish rejection reasons where lawful.
- Heritage-tourism screen for rejected sites with genuine value.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Economy/Industry; Ministry of Energy for power; Environment for liabilities.
Delivery institutions	Asset owners/SOEs, universities, UATs, grid/fibre operators, security authorities.
Legal route	Mining closure/liability, land/title, environment, building/security/data-centre/defence rules.
Funding	EU JTF/regional/research for remediation/de-risking; private capital for commercial conversion.
What we reuse	Mine-closure inventories, industrial parks, Opportunity Platform, Energy capacity layers.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
sites screened; A/B/C classifications; investment-ready sites; private capital; jobs/value per site; remediation liability resolved	romanticising underground use; hidden contamination/geotechnical risks; power/fibre absent	strict weighted screening; environmental-liability audit; verified capacity before listing

Multiplier links

- Brownfield regeneration + energy-ready geography + defence/data sector + university R&D.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

Mine2Value retains remediation, mine safety, water and environmental duties before reuse. Just Transition funding and worker training apply only where the project and area are eligible. Compute or industry does not justify exemptions from water, emissions, heritage or Natura 2000 duties; every site has verified closure and operating costs.

30. AgroIntel Romania: Agricultural Intelligence, Cooperatives and Technology

The state provides information and decision infrastructure; the farmer decides what to grow.

AgroIntel combines satellite data, drones, soil/laboratory samples, weather, water and agricultural data into a dynamic national map. It produces recommendations on suitability, rotation, drought, disease, water and work windows where evidence permits, without centrally allocating crops.

The greatest value appears when agronomic intelligence is connected to economics. The Agricultural Value-Chain Gap Analysis identifies missing cold storage, grading, processing, packaging, logistics, machinery, irrigation, cooperatives and market access, and every material gap becomes an Opportunity Platform record.

Agricultural universities conduct sampling, soil work, drone surveys, agronomy/GIS and placements; technical universities develop UAVs, sensors, IoT, robotics, computer vision, multispectral/hyperspectral systems and AI. Farms become test environments, and successful Romanian technology can enter deployment/commercialisation/export.

Key measures

- Farm Land Intelligence map with farmer autonomy.
- Integrated Value-Chain Gap Analysis.
- Cooperative blueprints: governance/voting/accounting, purchasing, machinery, storage/logistics, sales/compliance.
- Equipment finance prioritising shared assets where utilisation makes sense.
- EU financing as a mandatory design pillar: CAP/EAFRD/cohesion/research.
- Farm-level data protected; public outputs mainly aggregated/anonymised unless voluntarily disclosed.
- Agricultural Water Productivity Screen before water-intensive expansion.
- Technical/agricultural university field missions and R&D.

Safeguards and limits

- No crop-allocation central planning.
- No farm-level commercial exposure to large buyers.
- No support for shared machinery/cooperatives without demonstrated economics/utilisation.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Agriculture and Rural Development.
Delivery institutions	MADR agencies, universities, cooperatives, Apele Române, MIPE liaison, private technology providers.
Legal route	CAP, agricultural data/GDPR, cooperatives, water, State aid, procurement.
Funding	CAP/EAFRD, Horizon/cohesion, national co-financing, private/cooperative equity; maximise EU first.
What we reuse	LPIS/IACS and other agricultural data, meteorological/water data, universities and extension services.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
area/data coverage; voluntary recommendation adoption; post-harvest losses; shared asset utilisation; farm income/value added; water productivity; AgTech pilots/commercialised	perception of central planning; poor model recommendations; data misuse	advisory language/farmer choice; validation/uncertainty; privacy/governance

Multiplier links

- AgroIntel data → Opportunity Platform → processing/logistics → rural jobs.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

AgroIntel aligns with the CAP Strategic Plan and applicable conditionality, including water, nitrates, soil, pesticides, biodiversity and animal welfare. Data support profitable practice and lower bureaucracy rather than automatic penalties. Cooperatives retain freedom of association and competition rules; traceability and EUDR duties follow product and operator category.

31. Short Supply Chains, Processing, Logistics and the Agri-Food Market

More value remains in Romania when production is aggregated, stored, processed and sold efficiently.

Increasing production without storage and buyers can reduce farm-gate prices even in a good year. Short Supply Chains build the infrastructure between farm and shelf: regional collection hubs, cold chain, grading, packing, refrigerated transport and small-scale slaughter/processing where volumes justify it.

The Agricultural Demand Observatory uses public procurement, historical consumption, imports/exports, tourism and market signals for demand intelligence, without guaranteed contracts. The Domestic Value-Added Opportunity Screen looks for products exported relatively raw where local processing/ingredients/branding are commercially plausible.

Cooperatives are supported only if they have a demonstrated economic function. A EUR 300,000 machine used 20 days/year is not modernisation; the same machine used 150 days by multiple members may be.

Key measures

- Regional agro-logistics hubs and cold chain/processing where justified.
- Digital farm-to-market exchange for producers/cooperatives-retailers-public buyers.
- EU-neutral public-procurement criteria: freshness, seasonality, reliability, environmental/logistics resilience, not Romanian-only.
- Agricultural Demand Observatory.
- Domestic Value-Added Opportunity Screen.
- Mandatory throughput/utilisation economics for processing/storage/shared machinery.
- Farm Gate-to-Shelf Transparency Index.
- Voluntary Farm Succession & Entry Marketplace: lease, partnership, management, succession.
- Solar/energy integration for pumping/refrigeration/processing where economic.

Electric Logistics - Cleaner Freight, Lower Costs

Commercial electrification prioritises high-utilisation N1/N2/N3 vehicles with short predictable routes and depot return, where total cost and charging are already suitable. Tier 1: urban/local delivery; Tier 2: regional distribution and cold chain; Tier 3 long-haul only when infrastructure and economics justify it. Food/short-chain logistics receive additional scoring, but the programme remains open to other commercial sectors.

- No flat voucher: scoring focuses on public support per litre of diesel displaced, plus CO2, urban kilometres, vehicle age, SME status, short-chain use, smart charging and reduced empty running.
- For replacement support, the diesel vehicle is normally permanently retired; the programme combines incremental grants, leasing and EU/concessional finance.
- Depot-first: rooftop solar + storage + smart charging + refrigeration/warehouse loads where economics support it.
- Measure diesel/year, kWh/year, RON/km, maintenance, RON/tonne-km, food transport cost/kg and public support/litre of diesel displaced.

Multiplier: electric freight + off-peak delivery + urban traffic fluidity + route optimisation → lower energy cost, fewer minutes per delivery, more deliveries per vehicle and lower shelf-price pressure.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	MADR; Economy/Competition/Public Procurement for markets

Element	Content
	and processing.
Delivery institutions	Cooperatives, private investors, retailers/public buyers, UATs/hubs, universities.
Legal route	CAP, competition, procurement, food safety, State aid, cooperatives, market standards.
Funding	CAP/EAFRD/cohesion/InvestEU/private debt/equity; public support only for a proven gap.
What we reuse	Existing rural programmes, public procurement systems, Opportunity Platform.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
post-harvest loss; storage utilisation; processing share; farm margin; processed exports; import gap economically substituted; hub throughput	paper cooperatives; plants without feedstock; protectionism	business-function test; throughput/demand gate; nationality-neutral criteria

Multiplier links

- Farm-to-Shelf + tourism = Farm-to-Visitor.
- Processing creates skilled rural jobs and stabilises farm selling.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

Food chains integrate food safety, traceability, cold-chain integrity, animal health and unfair-trading-practice duties. Public purchasing may use objective quality, freshness and lifecycle-cost criteria without a general ban on EU suppliers. Electric logistics uses validated infrastructure, demand and charging capacity; packaging and food waste are included in project design.

32. Water Security and Climate Adaptation

First we measure and model the system, then commit decades-long investments based on evidence - without delaying urgent works.

Water is infrastructure for households, agriculture, industry, energy and ecosystems. Romania 2035 treats the first 2-3 years as a national research mission covering resources/aquifers, drought/flooding, reservoirs, drinking-water networks/leakage, wastewater, irrigation, industrial demand, stormwater, groundwater, wetlands and climate projections.

Universities and institutes use satellite/remote sensing, sensors, laboratories and modelling under common standards. The result is not a static report, but a data layer that feeds agriculture, urban planning, industrial siting and emergency resilience.

After 2-3 years, the evidence feeds into a National Water Security, Climate Adaptation and Resilience Plan with prioritised investments, standards and regional actions. In parallel, no-regrets safety/maintenance works continue.

Key measures

- National water evidence mission with common data architecture.
- Mapping of aquifers/surface water/drought/flood/reservoirs/network leakage/wastewater/irrigation/industry/stormwater/wetlands.
- Monitoring-technology R&D and university field work.
- Agricultural Water Productivity Screen and industrial-site water screen.
- Urgent dam/network/flood safety works proceed in parallel.
- 2-3 year synthesis into a national resilience plan with measurable targets.
- Maximise EU cohesion/LIFE/research/climate funding.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Environment / Apele Române, with Education/Research for the mission.
Delivery institutions	Apele Române, utilities, universities/institutes, UATs, MADR/Energy/Industry as data users.
Legal route	Water Framework, floods, environmental assessment, data, utilities, Natura where relevant.
Funding	EU climate/cohesion/LIFE/Horizon, utility investments, national safety budgets.
What we reuse	Existing monitoring networks, basin administrations, university labs.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
monitor coverage; leakage; water productivity; flood/drought exposure mapped; projects prioritised by evidence; EU leverage	study paralysis; data fragmentation; overbuilding irrigation	no-regrets parallel works; common standards; water-productivity and lifecycle gates

Multiplier links

- Water intelligence prevents bad agricultural, housing and industrial investments.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

The two-to-three-year water research programme runs alongside immediate remediation of drinking-water, wastewater, basin and flood duties. It does not defer statutory deadlines. Habitat, wetland and forest restoration and Natura 2000 protection enter planning; restoration-plan submission and deadlines are verified without claiming unproven compliance. Farmers and communities help select interventions, with lawful compensation and funding where justified.

33. Romania Recovers: Public Assets, Brownfields and R&D Reinvestment

The state no longer stores rust: we reuse what is useful, realise value from what has value, recycle what can be recycled and clean what is dangerous.

Romania owns thousands of public and state-owned-enterprise assets that may be underused, abandoned or at end of life: rolling stock, rails and components, vehicles, machinery, depots, warehouses, administrative/industrial buildings, land and materials. The cost is not merely accounting; they occupy land, damage the landscape, create hazards and block investment.

The programme starts with inventory and classification, not sale. Public Asset Value Hierarchy: operational/strategic value → public reuse → adaptive reuse → commercial redevelopment → material recovery → demolition/disposal. A Strategic Future-Use Screen protects railway corridors, energy assets, ports, defence, water and other assets that would be difficult to recreate.

Where an asset can be monetised, the process is competitive and auditable: independent valuation, highest-and-best-use assessment, sell vs lease vs concession, whole-site net recovery and a Public Value Ledger. Where land is contaminated, polluter-pays comes before public money, and an EU Remediation Funding Screen searches for European resources. Eligible net proceeds are directed to R&D under the adopted framework.

Key measures

- National inventory with GIS, ownership, condition, value, contamination, heritage, security and future need.
- Classification: operational, strategic reserve, public reuse, adaptive/commercial, material recovery, remediation/clearance; reserve periodically revalidated.
- AI/computer vision/drone/satellite systems may identify apparently abandoned assets, reconciled against the asset register.
- Independent valuation tiers; second valuation at thresholds; reserve/minimum prices; highest-and-best-use.
- Sell vs Lease vs Concession analysis for major property.
- Recovery-right contracts: private party dismantles/sorts/transports/recycles/clears in exchange for share/net value.
- Whole-site net recovery accounting.
- Site Ready File: title, survey, condition, utilities, contamination, heritage, access, power/fibre.
- Polluter-pays + EU remediation screen.
- Five-year indicative recovery pipeline for industry capacity.
- Public Value Ledger: asset → costs → net proceeds → redevelopment/R&D.
- Distinct accounting/legal paths for central, local and SOE assets.

Safeguards and limits

- Heritage/adaptive-reuse screening before demolition.
- Strategic land/corridors are not sold simply because they are inactive.
- Beneficial ownership, bidders, award, price, amendments and completion disclosed where lawful; anomaly analytics.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Each public owner remains accountable; Finance for fiscal/reinvestment; line ministry for the strategic screen.

Element	Content
Delivery institutions	Asset owners, Finance, Economy/Industry, Transport/Energy/Defence/Environment/Culture as screeners, MIPE liaison, private recyclers/developers.
Legal route	Public property, SOE/corporate/creditor/minority rights, valuation, procurement/concession, State aid, environment/polluter-pays, heritage.
Funding	Valuable assets self-finance; negative-value remediation through EU/national funds after liability screen; private redevelopment capital.
What we reuse	Asset registers, cadastre/GIS, auction/concession rules, JTF/cohesion, Opportunity Platform.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
assets classified; maintenance liability removed; net value recovered; brownfields remediated; sites redeveloped; private capital/jobs; RON transferred to R&D; heritage reuses	undervaluation/corruption; premature disposal; strategic-reserve abuse; hiding cleanup costs	independent tiers/open competition; future-use revalidation; Public Value Ledger/audit

Multiplier links

- Dead physical capital → productive land + research capital + cleaner public realm.
- Recovered sites can feed housing, industry or tourism.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Public-domain assets are inalienable. Sale requires a lawful property status; transfer to the private domain is not automatic and must lawfully substantiate the end of public use or interest where permitted. Receipts respect the owner, creditors, shareholders, grant conditions and local budgets before eligible R&D reinvestment. Concession and leasing remain alternatives; one-off proceeds do not fund permanent spending.

34. Clean Romania, Heritage, Tourism and the Local Economy

Cleanliness and heritage reuse are not cosmetic: they can transform visitor experience, local investment and community confidence.

The image of a destination is shaped by city entrances, stations, road corridors, waterfronts and former industrial areas. A renovated historic centre loses value if visitors arrive through a landscape of abandonment. Clean Romania and Romania Recovers are explicitly linked to tourism and the public realm.

The Tourism/Gateway Priority Layer prioritises assets by exposure, arrival importance, proximity to attractions, heritage, visibility, nuisance, neighbouring investment and community impact. Adaptive reuse is preferred to demolition only where structural viability, an operator, demand, lifecycle cost and a credible operating model exist.

Destination Management Organisations may propose opportunities, but ownership/technical/legal validation remains with the competent authority. The Destination Portfolio Builder groups station reuse, accommodation gaps, gastronomy, trail services, public squares, spa, cycling and other elements into an investable pipeline.

Key measures

- Tourism/Gateway Priority Layer in the Opportunity Platform and Romania Recovers.
- Mandatory Adaptive Reuse Business Case.
- DMO Opportunity Submission with validation.
- Public/Private Benefit Test and beneficiary contribution where appropriate.
- Destination Portfolio Builder and Tourism Route Opportunity Mapping.
- Visitor Arrival Corridor Plans: cleanup, signage, landscaping, lighting, pedestrian continuity.
- Public Realm Service Standards: cleaning, dumping, vegetation, graffiti, abandoned assets, toilets, waste servicing.
- Local Food & Tourism linkage / Farm-to-Visitor.
- Heritage-tourism screen for selected Mine2Value rejects.
- Automatic EU tourism/heritage funding screen.
- Tourism Value-Added Dashboard: overnight stays, length of stay, spend, seasonality, jobs, businesses, revenues, resident satisfaction.
- Destination Carrying-Capacity Review where housing/traffic/environmental pressures emerge.
- Universal Access Screen for publicly supported projects.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry responsible for Economy/Tourism; UAT/DMO for destination; Culture for heritage; asset owner for property.
Delivery institutions	DMOs, UATs, cultural institutions, private operators, MADR/cooperatives, MIPE liaison.
Legal route	Heritage, concessions, State aid, tourism licensing, accessibility, public space/environment.
Funding	EU/regional/heritage funds for public goods; concessions/private capital for commercial use; local O&M.
What we reuse	Cultural routes, DMOs, Romania Recovers, Farm-to-Shelf, local public-realm budgets.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
visitor spend/stay; resident satisfaction; gateway service standard; private capital; heritage assets reused; local supplier spend; seasonality	vanity restoration; one-time cleanup; private subsidy; local overtourism	business case/O&M standard; benefit test; carrying-capacity review

Multiplier links

- Cleanup → tourism → local food/SME demand → local revenues.
- Asset recovery funds R&D while site reuse improves the destination.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Cleanliness and tourism connect to pollution prevention, heritage protection and accessibility. Enforcement against illegal burning comes with lawful collection and affordable alternatives; statutory authorities retain enforcement and emergency powers. Air and incident data are published with an accountable owner and remedy plan without stigmatising communities.

35. Justice, Integrity and Predictability

Speed and rights are not opposites: a correct decision after years of blockage can amount to non-enforcement of the law.

The economy and public confidence depend on administrative and judicial predictability. Romania 2035 preserves judicial independence while reducing procedural friction through digitalisation, case management, standards for reasoned decisions and procedural timelines where the law permits.

Integrity is built through transparency of decisions, conflicts and procurement, not new discretionary powers. Automated or analytical administrative decisions have human review and appeal; courts and prosecutors are not subordinated to the Delivery Office.

Before each initiative, the initiating ministry and Ministry of Justice clearly distinguish what can be done by ministerial order/Government Decision, what requires legislation and what would require constitutional revision, avoiding both over-legislation and improvisation through lower-level acts.

Key measures

- Digital case management/interoperability and e-filing where mature.
- Administrative/fiscal dispute timelines and backlog management, without limiting defence rights.
- Standardised procedures/reason-giving and publication of aggregate consistency metrics.
- Conflict/beneficial-interest transparency for decisions/procurement within the law.
- Whistleblower/anti-corruption capacity with due process.
- Mandatory Legal Pathway section in every major initiative and Ministry of Justice pre-validation.
- Fast, final dispute-resolution mechanisms for public projects where compatible with access to court.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Justice for administrative legislation; CSM/courts/prosecutors within their autonomy; SGG for quality of law.
Delivery institutions	Courts, Ministry of Justice, administrative bodies, ANAF appeals, integrity/anti-corruption bodies.
Legal route	Constitution, ECHR/EU rule of law, procedural codes, judicial independence.
Funding	Justice digitalisation/cohesion/NRRP assets and regular judiciary budgets.
What we reuse	ECRIS/e-file and existing justice digitalisation, CSM metrics, legal-drafting systems.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
case duration/P90; backlog; administrative-appeal time; reversal/consistency metrics; digital-filing share; public-procurement dispute duration	speed pressures independence; algorithmic opacity; new formalism	institutional independence; human decisions/appeal; outcome rather than paperwork KPIs

Multiplier links

- Legal certainty lowers investment risk and protects every fast-track from arbitrary discretion.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Justice-law evaluation involves the judicial council, magistrates and competent institutions without instructions on cases or conviction targets. Safeguards for prosecutors and judicial police and lawful capacity to investigate judicial corruption are strengthened. Asset declarations, conflicts, whistleblowers and lobbying combine effectiveness with data protection. Legislative predictability, effective consultation and access to information are measured outcomes rather than formalities.

36. Defence, Dual-Use, Civil Protection and Technology Exports

Security demand can build industry and IP only if projects pass testing, market, export-control and stage gates.

Romania 2035 treats defence as a security function, not an industrial-subsidy scheme. However, some modern technologies - drones, robotics, sensors, secure software, communications, batteries, computer vision, remote sensing - have civilian applications and can create supply chains and exports.

Every project is classified from the outset as defence-specific, dual-use likely or civilian adapted to defence. Tiered Research Security uses the minimum necessary classification so universities and commercialisation are not blocked without reason, while sensitive information does not enter general academic systems.

The Defence Innovation Procurement Track enables challenge → prototype → test → operational evaluation → procurement/scale. SME/startup applications are proportionate at the innovation stage, and stage gates stop weak projects regardless of the strategic label.

Key measures

- Dual-Use Classification and Tiered Research Security.
- Competitive prototype/pilot/field-test track before major procurement.
- SME/startup-friendly: short applications, milestone contracts, proportionate security, standard agreements, rapid decision.
- Dual-Use Commercialisation Screen for civilian markets.
- Cross-Mission Technology Transfer catalogue across AgroIntel/Mine2Value/water/AI/defence.
- Export-Control-by-Design: sanctions, end-user/end-use, licensing, traceability.
- Strategic Defence Technology Portfolio based on domestic capability, NATO/EU demand, spillover, export, suppliers, universities and capital intensity.
- Capability-Based Strategic Procurement: security of supply, interoperability, lifecycle/local maintenance, resilience, technology transfer, strategic stock - not nationality preference.
- Critical Component Map with origin/substitution/stockpile/RO/EU alternatives; gaps → Opportunity Platform.
- Defence Innovation Stage Gates.
- Defence IP Annex to model agreements.
- Shared test infrastructure: drones/robotics/sensors/cyber/comms/EMC/environment/autonomy.
- Civil Protection Adoption Screen with MAI-IGSU.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Defence for capability; Ministry of Economy/Industry for industrial/commercial aspects; MAI-IGSU for civil protection.
Delivery institutions	MApN, MAI-IGSU, companies/startups, universities, shared test facilities, export-control authorities.
Legal route	Defence procurement, classified information, export control/sanctions, EU/NATO interoperability, State aid, IP.
Funding	National defence budget, EDF/EIC/EDIP/other EU, industry co-investment; no indefinite subsidy after failed gates.
What we reuse	Existing defence research/procurement, universities, civil protection, EU instruments.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
challenge→prototype time; prototype→field test; operational pass rate; SME share; dual-use licences/revenue; EU funds; domestic/EU component resilience	subsidy capture; over/under-classification; export violations; single-customer firms	stage gates; minimum necessary security; export-control-by-design; civilian/export screen

Multiplier links

- Security need → R&D → product → civilian/defence export → reinvestment.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Defence connects eligible projects to SAFE, EDF and EDIP under their specific joint-procurement, origin, control and security rules; SAFE is a loan rather than a grant. Double funding is prevented. Civil protection integrates critical-entity physical resilience, multi-hazard preparedness, the EU mechanism and military mobility. NATO commitments are tracked separately from EU law; parliamentary oversight, export control and rights remain applicable. Cooperation with Ukraine and Moldova on security, energy, transport and civil protection uses eligible instruments and approved resources; competent authorities enforce EU sanctions and export controls.

37. Cybersecurity, Digital Governance and Online Child Protection

A simpler digital state must also be safer, more explainable and more attentive to rights.

Connecting registers and automating processes increases productivity, but also the value of targets to attackers. Romania 2035 designs cyber resilience together with Government as a Platform: zero trust, least privilege, segmentation, logging, disaster recovery, supply-chain security and independent testing.

For children, online policy aligns with the European framework and the principles of necessity/proportionality/privacy. Age assurance and parental controls should reduce exposure without creating an unnecessary national database of children's identities.

Platforms have a duty of care, transparency and reporting; intrusive measures require a legal basis and effectiveness assessment. Digital education and family tools complement enforcement.

Key measures

- National cyber reference architecture and common security services through STS/competent cyber bodies.
- Zero trust, IAM, segmentation, immutable logs, DR, incident exercises, supply-chain requirements.
- Independent penetration testing and resilience testing for shared platforms.
- Child online safety: proportionate age assurance, parental controls, reporting, platform transparency/duty of care aligned with the EU framework.
- Digital literacy in schools/for parents and confidential reporting routes.
- AI decisions: transparency/human review/appeal.
- Critical-infrastructure cyber and sector exercises.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Competent national cybersecurity institutions / STS for its own infrastructure and shared technical enablement; sector ministries for service ownership; Education/child authorities for online safety.
Delivery institutions	STS/DNSC-like competent structures, ADR, ministries, schools, platforms subject to law, critical-infrastructure operators.
Legal route	NIS2/cyber, GDPR, DSA and child protection, constitutional privacy/free expression.
Funding	Digital Europe/cohesion/CEF/cyber budgets and operator obligations.
What we reuse	Existing cyber institutions, EU frameworks, government cloud/security programmes.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
critical incidents; MTTD/MTTR; recovery-test success; privileged-access violations; child-safety reporting/outcomes; appeal/reversal of AI decisions	central attack surface; privacy overreach; security as a pretext for censorship	federated segmentation; data minimisation; judicial/parliamentary oversight and due process

Multiplier links

- Secure shared infrastructure makes AI/once-only/the Opportunity Platform viable.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Cyber and sector authorities verify NIS2, CER and sector duties separately from the technical service's role. Digital products check the Cyber Resilience Act, including reporting applicable from 11 September 2026. AI follows the updated legal timetable, classification, impact assessment and transparency. DSA, consumer protection and child rights support proportionate online safety; security does not authorise general surveillance or state social scoring.

38. Durable Democratic Reform and Institutions That Are Hard to Reverse

Reform must be able to outlast the government that adopted it without freezing democracy or protecting a temporary majority.

Durability comes from transparency, rules, data and the political cost of rollback, not from removing policy from democracy. Romania 2035 preserves the roles of Parliament, courts, the Fiscal Council, the Court of Accounts and independent authorities.

Reform of parliamentary size/representation does not use one simplistic rule. The Senate and Chamber of Deputies receive distinct, legally tested rules that protect proportionality, minorities, the diaspora and a functional minimum for constituencies. No current mandate is interrupted.

Government publishes the governing compact, missions, owners, deadlines, costs and any material departure. Temporary mission teams have sunsets, while a professional civil service and merit reduce dependence on the political cycle.

Key measures

- Public governing compact with missions, owners, fiscal envelope, conflict-resolution and reporting.
- Chamber-specific parliamentary representation reform after census/independent legal design.
- Minority/diaspora/constituency safeguards and no mid-term mandate interruption.
- Sunset for mission teams and temporary schemes.
- Public reasons/cost/legal basis for material departure.
- Anti-rollback: mandatory transparency, independent review, data continuity, while democratic amendment remains possible.
- Senior appointments require competence/integrity/conflict disclosures by law and remedies.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Government/Parliament for political compact and laws; independent bodies within their own remit.
Delivery institutions	Parliament, SGG, PM Delivery, electoral authorities, Justice/constitutional procedures as applicable.
Legal route	Constitution, electoral law, minority rights, ECHR/EU, parliamentary procedure.
Funding	Primarily institutional process; elections/IT within existing budgets.
What we reuse	Parliamentary/electoral institutions, census, oversight bodies.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
mission-milestone publication; material departures disclosed; temporary structures sunset; parliamentary oversight hearings;	entrenchment for partisan gain; over-centralisation of PM; reform by headline	independent legal design; distributed accountability; constitutional/democratic

Key indicators	Main risks	Countermeasures
public-trust/service-delivery metrics		process

Multiplier links

- Institutional durability preserves gains from all other systems across electoral cycles.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

Coalition agreement and portfolio responsibilities

Participation is conditional on an express commitment to implement and support the whole programme within the common fiscal framework. Ministry portfolios aligned with a party's stated priorities may be allocated to that party only when it accepts the associated implementation and support obligations.

Remaining or disputed portfolios are agreed by the coalition board using nominees proposed by the parties and the prime-ministerial candidate's government list. Each participating party appoints five representatives to the board. Equal board representation creates no entitlement to equal numbers of ministries; quorum, voting rules and a deadlock procedure are settled in the public coalition agreement.

Nominees must satisfy the applicable competence, integrity, incompatibility and conflict-of-interest requirements. Each proposed minister has a public implementation mandate with outcomes, deadlines, indicators and approved resources. Career appointments and enterprise governance retain their lawful merit-based procedures.

The board performs political coordination only. It cannot acquire administrative competence, bind MPs to an imperative mandate, replace the Prime Minister or supersede constitutional investiture and appointment. Articles 69, 85, 103, 107 and 109 remain applicable.

European integration and legal conditions

The coalition board coordinates politics only. Its agreement cannot impose an imperative parliamentary mandate, appoint ministers directly or control independent authorities. Democratic reform includes editorial independence and lawful public-media governance, ownership and state-advertising transparency under EMFA, anti-SLAPP protection and civil-society participation. Human-rights-institution accreditation follows the Paris Principles with genuine independence.

39. National Connectivity: Roads, Rail, Ports, Airports and General Aviation

Strategic networks are assessed as a logistics system: complete corridor, first usable service and lifecycle cost.

Romania's competitiveness depends on completing missing links and connecting modes. A motorway that stops before the logistics node, or a modernised railway without an efficient terminal, delivers only part of the investment's value. Romania 2035 measures the complete corridor and the date of first usable service.

Constanța is treated as a port-rail-road-digital-energy system, not an isolated investment. Rail electrification and signalling, rural connectivity and airport access are prioritised by traffic, economic value, resilience and TEN-T role.

General aviation and aeroclubs are recognised for training, business connectivity, emergencies and the skills pipeline. Reform aims for access and predictable tariffs/procedures without weakening operational authority and safety standards.

Key measures

- Public corridor-delivery dashboard with first usable service, not only % works complete.
- Completion of missing road/rail links and electrification/signalling modernisation subject to gates.
- Constanța: port capacity, rail/road hinterland, digital logistics, storage and energy integration.
- Airports integrated with metropolitan/regional transport and surface access.
- General aviation/aeroclub framework: transparent infrastructure use, training pipeline, predictable PPR/fees, emergency/business use, safety priority.
- Supplier performance history and lawful performance provisions/penalties.
- Lifecycle maintenance funding included before commissioning.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Transport; modal operators/administrators within their

Element	Content
	responsibilities.
Delivery institutions	CNAIR, CFR entities, CNAPM, airports, Aeroclubul României/CAA competencies, UATs and utilities.
Legal route	TEN-T, modal transport, safety, procurement, environment, public-service and airport/aviation rules.
Funding	Transport Programme, CEF/TEN-T, Cohesion, EIB/EBRD, private concessions where bankable, national co-financing.
What we reuse	Existing strategic projects and corridors; no parallel master plans where approved projects already exist.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
corridor travel/freight time; rail speed/reliability; Constanța throughput/dwell; first usable service date; project cost/schedule; GA training/use/access metrics	megaproject bias; maintenance neglected; mode-by-mode optimisation	Capital Productivity Gate; lifecycle budget; corridor-level appraisal

Multiplier links

- Transport expands housing/labour markets, agricultural logistics, tourism and industrial exports.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

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European integration and legal conditions

Connectivity follows applicable TEN-T, safety and interoperability standards for rail, ports and aviation and passenger rights. Priority goes to mature links with economic value, rural and cross-border access, maintenance and climate resilience. General aviation respects aviation-authority and EASA competence, airspace and environmental protection; airport funding passes demand and state-aid tests.

40. Environment, Waste, Urban Water and the Circular Economy

Cleaning the country must also reduce future cost: functioning collection, repair/reuse, lower water losses and recovered material.

Clean Romania cannot be merely a campaign. Waste, dumping, water losses, drainage and degraded infrastructure require daily operations and coordinated investment. Public Realm Service Standards and enforcement are complemented by lawful collection and recycling infrastructure.

Repair/reuse precedes disposal where lifecycle economics justify it, and Extended Producer Responsibility is used for streams where the framework exists. Romania Recovers provides demand and a pipeline for the recycling industry, including metals and the future wave of PV equipment.

Water/sewer/stormwater works are coordinated with Build Once so pipe rehabilitation and street reconstruction are not separate projects. Loss reduction through metering, pressure management and rehabilitation is assessed before supply expansion.

Key measures

- Predictable enforcement against illegal dumping + convenient lawful disposal.
- Waste traceability and construction-waste controls; sensors/cameras where lawful and proportionate.
- Repair/reuse before disposal; EPR enforcement and market development for recycled materials.
- Water-loss reduction: metering, pressure, leak detection, prioritised rehabilitation.
- Water/sewer/stormwater integrated with Build Once and urban resilience.
- PV/electronics/battery end-of-life R&D and processing opportunities.
- Circular-material gaps published on the Opportunity Platform.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Environment / Apele Române; UATs/operators for sanitation/water.
Delivery institutions	Environmental agencies, UATs, water/waste operators, producers/EPR organisations, recyclers.
Legal route	EU waste/water/nature/EIA, national waste/water laws, EPR, municipal services, GDPR for enforcement technology.
Funding	Cohesion/environment/LIFE, utility tariffs/investment plans, EPR/private recycling capital.
What we reuse	Existing waste/water operators, EPR systems, Romania Recovers, Build Once.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
illegal-dumping recurrence; collection/recycling; water losses; repair/reuse rate; material recovered; lifecycle cost; service-standard compliance	cleanup without prevention; recycling-capacity mismatch; utility-tariff shock	enforcement + lawful disposal; multi-year material pipeline; phased investment/social protection

Multiplier links

- Circular materials can supply manufacturing; cleaner gateways boost tourism; leak reduction protects Water Security.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

The chapter explicitly covers air, industrial emissions, noise, chemicals, major accidents, nature and forests alongside waste and water. Environment publishes deadlines and infringement files with evidence for closure; EIR recommendations are distinguished from binding acts. Separate collection, recycling, landfill, producer responsibility and packaging have stream-specific targets and costs with lawful monitoring and enforcement. Renovation and clean heating reduce both bills and pollution.

41. Value-Added Industry, Clusters and European Scale-Up

Romania tracks the product, IP, local supplier and export - not only the building and gross number of jobs.

Investment attraction is more valuable when Romania retains more steps of the value chain: engineering, components, software, systems integration, service, IP and headquarters functions. The Opportunity Platform, Energy-Ready Geography and Skills Demand enable a data-based industrial proposition.

Priority clusters are reviewed periodically rather than fixed politically: semiconductors/electronics, robotics, aerospace, cybersecurity, biotechnology/health tech, advanced manufacturing, energy/storage and dual-use are examples that must pass tests of capability, market, EU/NATO demand, universities, supplier depth and capital intensity.

European Scaleup uses EU law and instruments so Romanian firms can grow without relocating headquarters. Any future optional European framework such as a 28th Regime is prepared through coordination of existing ministries, standard templates and interoperable filings, not by prematurely inventing a new agency.

Key measures

- Sector portfolio reviewed by evidence: productivity, wages, exports, private capital, strategic value.
- Supplier development and Critical Component/industrial gap mapping.
- University-industry translation and shared research/test infrastructure.
- Energy/site/workforce packages on the Opportunity Platform.
- Scaleup Fast Lane through existing Economy/Justice/Finance/Labour/ADR coordination.
- EIB/EIF/InvestEU, guarantees and private equity before grants where commercial.
- Outcome-based support: additionality, headquarters/jobs/investment/export retained.

Accountability, legal route and funding

Element	Content
Political owner / coordinator	Ministry of Economy/Industry, in coordination with Energy, Education/Research, Labour and Finance.
Delivery institutions	Investment-promotion structures, regional agencies, universities, clusters, EIB/EIF partners.
Legal route	State aid, competition, company law, foreign-investment screening, export control where relevant.
Funding	Private capital, InvestEU/EIB/EIF, regional/strategic EU funds, targeted State aid only with additionality.
What we reuse	Smart specialisation, regional programmes, export agencies, research infrastructure.

Indicators, risks and multipliers

Key indicators	Main risks	Countermeasures
value added/job; wages; exports; local supplier spend; IP/product ownership; private leverage; scaleups retained	subsidy bidding wars; low-value assembly only; political sector picking	Value-per-MW/additionality gates; supplier/IP KPIs; portfolio review/sunset

Multiplier links

- Energy + R&D + skills + brownfields become a unified investment proposition.

Sequencing and continuation gate

- 0-100 days: baseline, accountable owner, inventory/data, legal audit and first pilot projects where required.
- Year 1: first results, real cost, documented bottlenecks and publication of indicators.
- Years 2-4: scale only components that pass the outcome and funding gate.
- Years 5-10: integrate into normal operations, retire temporary structures and conduct periodic audit.

Continuation or expansion is approved only after publication of the outcome, real cost, funding source, effect on households/economy and legal compatibility. Justified termination of an unviable component protects public money.

European integration and legal conditions

Clusters use European standards, material and energy efficiency, decarbonisation and export capacity. CRMA, NZIA, CBAM and product rules are checked by activity; simplification instruments and proposed corporate regimes have separate status tracking. Private capital and financial instruments carry transparent risk; projects assume no grants, national purchasing quotas or unlawful trade protection.

Annex A - Map of the 60 Inter-System Handoffs

Every handoff has one owner, one trigger, one recipient and one KPI. The PM Delivery Office maintains the register and escalates bottlenecks without executing the sectoral task. The principle is: central visibility, distributed accountability.

#	Handoff	Owner	Trigger	Recipient	KPI
1	Public need/asset → Opportunity Platform	PM Delivery Office	Ministry/UAT study identifies actionable need, asset, shortage or investable opportunity above threshold	Romania 2035 Opportunity Platform	% qualifying opportunities registered within SLA; % with complete/verified data
2	Opportunity → EU funding screen	MIPE / EU Funds function	Opportunity reaches validated/feasibility status	EU Funds Liaison Network	% opportunities screened; days to screen; € EU funding identified/mobilised
3	Opportunity → permit/preparation support	MDLPA	Opportunity moves toward an actual project	County shared services / UAT / competent permitting authorities	Median validation-to-permit-ready time; % complete first submission
4	Small opportunities → investable portfolio	PM Delivery Office	Multiple similar opportunities below efficient investment size	Opportunity Platform Portfolio Builder	€ opportunities bundled; % portfolios financed vs standalone
5	Confirmed investment → skills demand	Ministry of Labour / ANOFM	Project reaches financing/implementation or credible hiring commitment	National Skills Demand Engine	% major investments with skills forecast within 30 days
6	Skills demand → education/training capacity	Ministry of Education & Research	Regional/occupational shortage crosses defined threshold	VET schools, universities, adult training	Training seats created vs shortage; placement rate
7	Skills demand → short-term workforce activation	ANOFM	Employer demand exceeds local qualified supply	Retraining, job matching, mobility support	Vacancy-fill time; % trainees employed in target occupation
8	Diaspora returnee → jobs/investment/research matching	Ministry of Labour / ANOFM	Returnee completes skills/CV/location profile	Opportunity Platform + employers + universities	% returnees receiving qualified matches; placement/startup/research rate
9	Embassy return case → domestic reintegration	Ministry of Foreign Affairs	Return/reintegration case opened abroad	Labour, Education, Interior, Health, local authorities	% cases transferred without duplicate submission; case-completion time
10	Childcare shortage → service opportunity	Family/Early Childhood Education function	Capacity map shows verified shortage	Opportunity Platform / municipality / providers	Shortage-to-listing time; new places; labour-hours unlocked
11	Elder-care shortage → service opportunity	Ministry of Labour / social services	Elder-care map identifies inadequate capacity	Opportunity Platform / local authorities / licensed providers	Additional care capacity; unpaid-care hours displaced; work hours preserved
12	Growth-area population → childcare/school/health trigger	MDLPA	Population/projected population crosses service threshold	Education, Health, Labour, UAT	% capacity reviews on time; service capacity by occupancy milestone
13	Transport investment → housing-supply response	MDLPA	Major accessibility investment changes node catchment	Local planning authorities / metropolitan compact	Permitted housing capacity vs forecast; Housing+Mobility affordability
14	New growth area → employment/commercial opportunities	MDLPA	Growth Readiness A/B and projected population crosses threshold	Opportunity Platform	Commercial/service opportunities listed before shortage
15	Metro growth → transport-service response	Ministry of Transport + metropolitan/UAT	Jobs-reachable model shows binding mobility constraint	Transport operators / infrastructure managers	Additional jobs reachable within 45/60 min per leu
16	AgroIntel finding → value-chain opportunity	MADR	Gap in storage, processing, logistics, machinery, cooperative capacity	Opportunity Platform	% material gaps converted; investment mobilised
17	AgroIntel → water screen	MADR	Crop/value-chain proposal requires significant new	Environment/Water authority	% screened; value added/m³; unsustainable

#	Handoff	Owner	Trigger	Recipient	KPI
			water		projects avoided
18	Agricultural demand signal → producer/processor opportunity	MADR	Demand Observatory finds persistent unmet demand/import dependence	Cooperatives, investors, Opportunity Platform	Domestic supply response; losses/import gap reduced where economic
19	Farm succession need → entry marketplace	MADR	Farmer voluntarily registers succession/lease/partnership intention	Farm Succession & Entry Marketplace	Matches completed; hectares/businesses transferred/leased
20	Grid capacity → investable industrial geography	Ministry of Energy	Transelectrica/DSO verified capacity or planned upgrade becomes available	Opportunity Platform	% industrial sites with verified MW data; MW matched to productive projects
21	Large load request → strategic electricity screen	Ministry of Energy	Large connection request above threshold	ANRE / Transelectrica / DSO	Value-per-MW assessment; connection-decision time
22	Grid reservation → maturity enforcement	ANRE	Project misses financing/permitting/commitment milestone	Transelectrica/DSO	MW released from stalled reservations; queue-maturity rate
23	National demand forecast → grid plan	Ministry of Energy	Annual Electricity Demand & Industrial Growth Model update	Transelectrica / DSOs / ANRE	Grid plan aligned to common demand scenario; forecast error
24	Mine2Value candidate → technical industrial/data-centre screen	Economy/Industry function	Mine/site enters candidate inventory	Energy, Environment, telecom, local authority, universities	% candidates fully screened; sites investment-ready
25	Mine2Value site → investment opportunity	Economy/Industry function	Site passes technical/economic screen	Opportunity Platform	Days classification-to-listing; investor engagement; capital mobilised
26	Obsolete public asset → classification	Asset-owning ministry/institution	Asset exceeds inactivity/under-utilisation threshold	Romania Recovers registry	% eligible assets classified on time; share unjustified
27	Recoverable/redevelopable asset → Opportunity Platform	Asset-owning institution	Asset classified for redevelopment/concession/sale	Opportunity Platform	% eligible assets published with a Site Ready File
28	Asset → strategic/heritage/environmental screen	Asset owner	Disposal/recovery classification proposed	Transport/Energy/Defence/ Culture/Environment as applicable	% disposals cleared; post-sale strategic conflicts
29	Contaminated brownfield → EU remediation screen	MIPE function	Environmental liability established and public remediation may be needed	EU Funds Liaison + environmental authority	% qualifying sites screened; EU share of remediation
30	Asset monetisation → R&D reinvestment	Ministry of Finance	Net monetisation proceeds certified	Ring-fenced national research fund	% net proceeds transferred within SLA; RON reinvested in R&D
31	Asset recovery → public-value reporting	Asset owner	Sale/recycling/concession/ remediation completed	Public Value Ledger	100% major transactions linked to proceeds + redevelopment/R&D outcome
32	National problem → Applied Research Mission	Ministry of Education & Research	Government/industry/public body publishes validated Research Challenge	Universities/research institutes	Challenge-to-call/project time; number/quality of teams
33	Research mission → interdisciplinary project teams	Participating university rectorate	Mission award/project approval	Faculties / Bachelor-Master-PhD teams	% projects genuinely involving ≥2 domains; quality/completion
34	Advanced project → leadership practice	Participating university	Master/PhD student enters project phase	Vertical student teams	% completing leadership role; 360° scores
35	Research result → commercialisation classification	University / shared TTO network	Stage gate after prototype/result	Research-to-Market Pipeline	% projects classified within SLA; % promising projects progressing
36	Successful research → IP/licensing/spinout	University	Result reaches transfer-candidate stage	Shared TTO network/private market	Licensing/spinout rate; net proceeds; time-to-deal
37	Commercialised IP → 60/40 distribution	University + Ministry of Finance	Net commercial proceeds received	National research fund / university	Correct distribution within SLA; statutory inventor payments before residual allocation; researcher/student awards
38	Commercial success → tuition/researcher reward	University	Genuine commercialisation transaction closes	Qualifying student/research contributors	% eligible participants rewarded; disputes/appeals
39	Research capability/equipment →	Ministry of Education &	Public lab/equipment has	Research Capability layer /	Utilisation rate; external projects; avoided duplicate

#	Handoff	Owner	Trigger	Recipient	KPI
	industry access	Research	verified external capacity	companies	capex
40	Defence/security need → R&D challenge	Ministry of National Defence	Capability gap or validated future need	Applied Research Missions / industry	Challenge-to-prototype time; % reaching operational test
41	Defence prototype → innovation procurement	Ministry of National Defence	Prototype passes technical stage gate	Defence Innovation Procurement Track	Prototype-to-field-test time; % pilots meeting objectives
42	Defence technology → civilian-market screen	Economy/Industry function	Defence R&D reaches validated prototype	TTO/industry/civil-protection	% dual-use candidates assessed; civilian licences/revenues
43	Civil technology → defence/civil-protection screen	MApN / MAI-IGSU by use case	Mission catalogue flags potentially relevant technology	Defence/civil protection	Cross-mission technologies field-tested/adopted
44	Critical component gap → industrial opportunity	Economy/Industry function	Critical Component Map identifies dependency risk	Opportunity Platform	Strategic gaps listed; domestic/EU alternative suppliers established
45	Tourism/heritage degradation → recovery opportunity	Local authority / certified DMO	Gateway/route assessment identifies site/service gap	Opportunity Platform + asset owner	% validated opportunities listed; identification-to-action time
46	Recovered heritage/public asset → adaptive reuse	Asset owner / local authority	Heritage screen + viable business case passed	Opportunity Platform / concession	Reuse rate; private capital; operator sustainability
47	Tourism demand → local food opportunity	MADR + DMO	Destination portfolio identifies food/gastronomy gap	Farm-to-Shelf/ cooperatives/Opportunity Platform	Local supplier participation; visitor spend retained locally
48	Tourism site → EU funding screen	MIPE function	Validated public heritage/public-realm project	EU Funds Liaison	EU contribution secured; national co-financing leverage
49	Public administrative burden → redesign candidate	SGG / ADR function	Process Inventory ranks workflow above burden threshold	Competent ministry/shared services	High-burden process entering redesign within SLA
50	Process redesign → shared service/digital automation	Responsible ministry	Eliminate/Simplify/ Standardise/Share review completed	Shared Services / ADR / STS	Processing time; documents eliminated; cost/transaction
51	Digital replacement → legacy retirement	Responsible ministry	New system reaches stable production	ADR/STS oversight / Finance	% legacy retired; duplicate entry eliminated
52	Automation → certified productivity gain	Ministry of Finance	Transformation shows recurring released cost/time	Fiscal Lock / budget process	Verified recurring savings; hours redeployed; service KPI
53	Procurement/shared-service anomaly → audit feedback	Central Government Audit Task Force	Analytics/audit identifies abnormal cost/process	Responsible ministry / Process Inventory	Corrective-action closure; recurrence reduction
54	Major law/Cabinet measure → Fiscal Lock	Ministry of Finance	Proposal enters formal approval	Fiscal Council + Cabinet/Parliament	% major measures with Fiscal Compliance Certificate
55	Fiscal Lock analysis → independent review	Fiscal Council	Fiscal Compliance Certificate generated	Cabinet/Parliament/public	% opinions published before decision; explicit overrides
56	Forecast saving → certified saving	Ministry of Finance	Claimed efficiency/compliance gain reaches measurement period	Budget process	Forecast-vs-certified gap; permanent commitments backed by certified savings
57	EU-funded project → post-EU sustainability check	MIPE + Ministry of Finance	Project approaches approval	Sponsoring ministry/UAT	% with lifecycle operating-cost funding identified
58	Major investment → Capital Productivity Gate	Ministry of Finance	Public capital project exceeds threshold	PM Delivery Office / Cabinet	% projects with alternatives/lifecycle/benefit assessment; ex-post realisation
59	Salary modifier → justification/revalidation	Ministry of Labour + Ministry of Finance	National modifier-review cycle / role change	Employing public institution	% modifiers role-validated; spend/payroll; unsupported supplements removed
60	Validated savings/revenue → fiscal resilience framework	Ministry of Finance	Annual budget/medium-term update	Government/Parliament/ public	Structural deficit path; interest/revenue; debt risk; Fiscal Lock compliance

Annex B - Common Rules on Funding, Rights and Continuation

- Fiscal Lock: permanent spending only from permanent funding/verified structural savings/revenue or a reform with an expiry.
- EU Funding Screen for material investments; if eligible funding is not pursued, the reason is published.
- Private capital and financial instruments precede grants for commercial investments; a grant is justified by a public good, vulnerability or market failure.
- AI and automation do not replace human accountability in legal decisions; audit logs and appeal remain mandatory.
- Stage gates apply to investment projects, research, growth areas, defence innovation and asset redevelopment.
- Publishing KPIs does not justify disclosure of personal data, trade secrets or classified information.
- Every six months, PM Delivery and sector owners publish handoff completion and funnels; annually, Fiscal Credibility and Expenditure Productivity Reviews are updated.

Annex C European obligations and timetable

Initial domain inventory for verification as at 30 September 2026. It does not declare Romanian transposition complete or infringement files closed. The operational register expands each record to act, article, status, owner, legal deadline, remedy, cost and verifiable evidence. The sector ministry validates detail; MIPE coordinates funding commitments and Justice checks the legal instrument.

Domain and chapters	Status	Owner and basis	Deadline and action
Fiscal and EDP 6, 7, 9	Legal duty	MF Council 8 July 2025; Regulation 2024/1263	2027–2030 net expenditure: 4.6%; 4.4%; 4.2%; 4.0%
RRF 5 and all funding	Law and funding conditions	MIPE / ministries Regulation 2021/241 and current RO decision	31 Aug 2026 milestones; verify closure and non-reversal
European Semester 6, 7, 19, 27, 13–17, 21	Recommendation	MF / coordinators Recommendation C/2026/3936 of 10 July 2026	Recommendations; response and reporting plan
Digital identity and services 3, 4, 16	Legal duty	ADR / SGG eIDAS 2024/1183; SDG; Interoperable Europe	EU wallet by end 2026; other duties by act
AI 3, 8, 17, 21, 37	Legal duty	Competent authorities AI Act and enacted Omnibus amendments	Transparency 2 Aug 2026; Annex III 2 Dec 2027; Annex I 2 Aug 2028
Cyber and physical resilience 3, 36, 37	Legal duty	DNSC / MAI / sectors NIS2; CER; CRA 2024/2847; DORA in scope	CRA reporting 11 Sept 2026; main duties 11 Dec 2027
Data and online services 3, 10, 17, 21, 37	Legal duty	ANSPDCP / authorities GDPR; DSA; consumer rules	Ongoing; assess before access or procurement
Buildings and solar 23, 24, 26	Legal duty	MDLPA / Energy EPBD 2024/1275; RED III	EPBD transposition 29 May 2026; final renovation plan 31 Dec 2026; phased solar

Domain and chapters	Status	Owner and basis	Deadline and action
Energy and climate 27, 28, 29, 41	Legal duty	Energy / MMAP NECP; ESR; LULUCF; RED; EED; methane	National targets and reporting by act; just transition
ETS2 and social protection 9, 24, 25, 28	Legal duty	MMAP / MIPE / MF Amended ETS; SCF Regulation 2023/955	ETS2 operational in 2028; verify SCF plan and cofinancing
Water 30, 32, 40	Legal duty	MMAP / operators Water Framework; Drinking Water; Floods; Wastewater	Act-specific deadlines, including overdue duties; no research deferral
Nature and forests 29, 30, 32, 34, 40	Legal duty	MMAP / MADR Habitats; Birds; Natura 2000; NRR 2024/1991	Draft restoration plan 1 Sept 2026; verify submission and remedy
EUDR traceability 30, 31, 40	Legal duty	MMAP / Customs / MADR EUDR 2023/1115 and applicable amendments	30 Dec 2026 / 30 June 2027 by operator; newly added products 30 Dec 2027
Air and industry 28, 29, 34, 40, 41	Legal duty	MMAP / authorities Air Quality; NEC; IED; Seveso; REACH; noise	Current standards plus transposition and future phases to validate
Waste and circularity 31, 34, 40, 41	Legal duty	MMAP / UAT / producers Waste Framework; Landfill; PPWR; specific streams	Targets and lawful derogations by stream; operating and enforcement costs
Agriculture and food 30, 31	Legal duty	MADR / ANSVSA RO CAP plan; nitrates; pesticides; food; animals; UTP	CAP calendar and continuing activity-specific duties
Transport 24, 25, 31, 39	Legal duty	Transport / UAT TEN-T 2024/1679; AFIR; safety; passengers	Deadlines by corridor, network tier and mode
Work and accessibility 7, 13–18, 22–24	Legal duty	Labour / Education Equality; pay transparency; work-life balance; accessibility	Transposition and duties by act and operator
Children and inclusion 13–17, 21, 23	Law; guidance	Labour / Education / MS Child Guarantee; Social Pillar; access and non-discrimination	Recommendations separate from binding rights; costed outcomes
Health 21	Law; guidance	MS / CNAS EHDS 2025/327; cross-border care; devices; One Health	EHDS application 2027; major phases 2029 and 2031
Migration and borders 16, 36	Legal duty	MAI / IGI Migration and Asylum Pact; Schengen; fundamental rights	Pact applicable from 12 June 2026; implementation and capacity
Rule of law and	Law; guidance	MJ / Parliament / authorities	Separate recommendations from legal

Domain and chapters	Status	Owner and basis	Deadline and action
media 35, 38		2026 report; EMFA; anti-SLAPP; whistleblowers	duties and pending proceedings
Procurement and state aid All schemes	Legal duty	MF / authorities / CC TFEU 107–109; procurement directives; aid regulations	Before launch, contract or payment; valid notification or exemption
Customs and trade 11, 12, 31, 41	Legal duty	Customs / ANAF / Economy Union Customs Code; CBAM; sanctions; AML	Definitive CBAM 1 Jan 2026; duties by product and threshold
Industry and defence 19, 29, 36, 41	Law and funding conditions	Economy / Defence CRMA; NZIA; SAFE; EDF; EDIP; export control	Eligibility and deadlines by instrument; SAFE adds debt
Economic union and euro 6, 41	Legal duty	MF / BNR Treaties and convergence criteria; single market	Legal and ERM II preparation under criteria, without imposed date
Funds and audit 5, 19, 33, 36, 41	Law and funding conditions	MIPE / MF / authorities CPR; programmes; OLAF/EPPO; contractual conditions	Cofinancing, procurement, DNSH where required, audit and recovery

Each record is labelled: duty in force, phased duty, funding condition, recommendation or proposal. EU deadlines and consolidated acts are rechecked at design, adoption and launch; an infringement status is established from the official case file rather than a news article.

Annex D Constitutional and legal implementation framework

Hierarchy and competence

Every measure respects the Constitution, applicable EU law and human-rights treaties. Article 148 governs EU obligations. The register identifies the act and article in force, competent authority and relevant case law; inclusion in the programme does not turn a recommendation into binding law.

Legal instrument

Justice and ministry counsel validate the instrument: administrative action within existing competence, Government Decision implementing law, delegated ordinance within authorisation, ordinary or organic law under Article 73. An emergency ordinance requires a genuine extraordinary situation, inability to defer and reasons within Article 115; the 100-day timetable is not an emergency ground.

Legal and fiscal card

Before launch, each initiative publishes amendments required, competence, mandatory opinions and consultation, rights and equality impact, years 1–5 and lifecycle costs, staffing, maintenance, cofinancing and confirmed funding. Finance checks net expenditure, deficit and debt. Unpriced costs are not fiscal space. Political commitment, submission of a bill and lawful entry into force are distinguished.

Rights and transition

Review covers non-retroactivity, property, university and local autonomy, academic freedom, labour rights, privacy and access to court. Restrictions must pass Article 53 where applicable and EU tests. Penalties are statutory, individualised and appealable. Sensitive data need a distinct legal basis and assessment; technical connection creates no general access right.

Independent institutions

PM Delivery and the coalition board do not replace Parliament, the judicial council, courts, central bank, Fiscal Council, regulators or Court of Accounts. Executive performance review does not replace Article 140 control. Justice KPIs never require particular case outcomes or convictions. The Constitutional Court reviews through constitutional procedures rather than giving advisory approval to every project.

Markets and EU money

Every scheme checks procurement, concessions, competition, state aid, cumulation, beneficial ownership, grant conditions, DNSH where required and double funding. Notification or exemption is documented before payment. Internal deadlines and pilot targets do not suspend EU law or third-party rights.

Participation and implementation

Laws 24/2000 and 52/2003 as applicable govern legislative drafting and transparency. Alternatives, benefit and cost distribution, consultation responses and transition are published. Statutory deadlines take priority over sequencing; overdue duties are remedied without waiting for research or a pilot. Justice and the sector ministry recheck the final text and constitutional and EU court judgments before adoption.

Audit document

The Romania 2035 European and legal audit report published with this programme contains findings, the matrix and official sources. The programme is a policy framework; it does not certify all transposition, the budget or future legislative texts.