ROMANIA 2035

OPERATIONAL IMPLEMENTATION PLAN

Portfolio, sequencing, handoffs and continuation gates

Cheaper to live. Cheaper to do business. Cheaper to govern - without making Romania poorer.

September 2026

1. Operating model

The operational plan translates the complete programme into portfolios, phases, responsibilities and handoffs. Ministries retain their legal powers and accountability; the PM Delivery Office provides visibility, sequencing and escalation of dependencies. No mission cell becomes a permanent institution without separate justification.

System	Components	Output
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.

Administrative redesign rule

Eliminate → Simplify → Standardise → Share → Digitise → Automate → Apply AI

Cross-cutting indicators

- Handoff Completion Rate - percentage of material handoffs completed correctly and within SLA.
- Conversion Through the Chain - end-to-end conversion: gap→opportunity→finance→delivery; research→prototype→pilot→commercialisation; asset→classification→recovery→R&D.
- Cost per transaction / processing time / documents eliminated / verified savings.
- Private and EU capital mobilised per public leu.
- Household impact, regional distribution and additionality.

2. Initiative portfolio

1. Execution and Multiplier Architecture

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

Element	Content
Owner	Prime Minister / PM Delivery Office for inter-system performance; the sector owner for each outcome.
First outputs	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.
KPI	Handoff Completion Rate; % handoffs within SLA; Conversion Through the Chain; number of escalated and resolved bottlenecks
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	PM Delivery Office for the common model; the ministry/authority identifying the need remains owner of sectoral data.
First outputs	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.
KPI	% eligible opportunities registered; validation→listing time; % data revalidated on time; € private/EU capital mobilised
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	General Secretariat of Government / ADR for catalogue and standards; competent ministry for the process; STS for the secure technical layer within its mandate.
First outputs	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.
KPI	documents eliminated; minutes/clicks per service; cost/transaction; median and P90 time
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	MDLPA for local architecture; Finance/SGG for central back office; local authorities for democratic decisions.
First outputs	National Local Administration Efficiency Audit: population, staff, payroll, own-source revenue, transfers, administrative cost/resident, investment, EU, 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.; County equipment pools; utilisation check before purchase.
KPI	administrative cost/resident; service time; rate vs equivalent FTE; equipment utilisation
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry responsible for European funds (MIPE function).
First outputs	Liaison cell in every line ministry and major mission.; Common MIPE methodology: map need to call, eligibility, timetable, co-financing, procurement, State aid.; National pipeline of fundable projects and cross-ministry packages.; Dashboard: need → project → EU contribution → co-financing → approval/rejection → procurement → implementation → outcome.
KPI	% opportunities screened; screening time; € EU mobilised; national co-financing/€ outcome
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Finance; Fiscal Council as independent evaluator; Cabinet/Parliament for the decision.
First outputs	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.
KPI	structural deficit; debt/GDP; interest/revenue; average maturity
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Labour + Ministry of Finance; supervising ministry for SOEs.
First outputs	Mandatory audit of all salary modifiers across central/local administration, public institutions and SOEs where the framework

Element	Content
	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.
KPI	% modifiers revalidated; modifier spend/payroll; number of duplicated categories eliminated; retention of scarce roles
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Finance / ANAF.
First outputs	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.
KPI	estimated tax gap; yield/risk case; appeal time; rate of corrected/annulled decisions
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Finance + Economy/Competition for prices; Health/CNAS for medicines; Transport/Labour for commuting.
First outputs	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.
KPI	essential-basket price; pass-through; household medicine

Element	Content
	expenditure; generic share
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Economy / Competition Council, with Finance for fiscal sources.
First outputs	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.
KPI	category coverage; comparator use; producer-retail spread; number of justified investigations
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Finance / ANAF / Customs Authority; gambling regulator; Interior for enforcement.
First outputs	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.
KPI	illicit market share; revenue vs forecast; enforcement yield; problem-gambling indicators
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Economy/Entrepreneurship; Competition Council for GPO design; chambers as eligible facilitators.
First outputs	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.
KPI	GPO savings; export revenue; productivity; firm survival
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry responsible for Family/Early Childhood Education, in coordination with Labour and MDLPA.
First outputs	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; forgivable component only in very poor areas if affordability is preserved.; Free educator/assistant training through VET, conversion routes and universities.
KPI	unmet places/catchment; access time; occupancy; cost/place
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Labour / social services, with Ministry of Health for

Element	Content
	clinical components.
First outputs	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.
KPI	home-care capacity; days safely at home; avoidable hospital utilisation; unpaid care hours displaced
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Labour / ANOFM, with Education, Transport, MDLPA and Health.
First outputs	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.
KPI	employment/participation by group; hours worked; vacancy-fill time; return-to-work gain
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Foreign Affairs for entry/external case; Labour/ANOFM for matching; Interior/Justice/Education/Health/Finance within their competencies.
First outputs	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,

Element	Content
	qualifications, pensions/social security, business, customs relief.; Free online Romanian/reintegration classes for spouses/children and a school bridge.
KPI	case-completion time; duplicate documents eliminated; qualification-recognition time; qualified matches/returnee
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Education and Research.
First outputs	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.
KPI	Grade 12 completion; dropout; graduate employment; VET placement
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Education and Research; the university for curriculum and academic delivery.
First outputs	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.
KPI	% Master's/PhD workload in authentic projects; cross-faculty/inter-university teams; 360° leadership score;

Element	Content
	external deliverables
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Education and Research for missions/research policy; universities/institutes for science; Economy/sector ministry for demand/adoption.
First outputs	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.
KPI	challenge→project time; prototype rate; pilot rate; licensing/spinout
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	University for IP; Ministry of Education/Research + Finance for the distribution framework; Shared TTO for the transaction.
First outputs	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.
KPI	net proceeds; % market-valued transactions; 60/40 distribution timeliness; student/researcher reward rate

Element	Content
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Health / CNAS.
First outputs	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.
KPI	wait/access time; preventive coverage; avoidable admissions; rural gap
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Government/ministry responsible for youth/labour, with MAI-IGSU and host ministries.
First outputs	Voluntary and paid civilian tracks.; Standard training, safeguarding and supervision.; Micro-credentials/recognition of competencies.; Link with IGSU, health/community, cyber/administration and leadership.
KPI	participation/completion; skills certified; employment/education transition; participant safety
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	MDLPA and UATs; sector authorities for their approvals.
First outputs	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.
KPI	permit median/P90; first-time-complete rate; housing units permitted/completed; buyer losses/off-plan failures
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	MDLPA; UAT/metropolitan compacts for implementation; Transport for major infrastructure.
First outputs	Corridor/node, not radial sprawl.; Infrastructure-Before-Volume: transport/utilities funded, operational or contractually credible before large volumes.; Growth Area Readiness A/B/C/D.; Population-triggered childcare, education, primary health, elder care, transit, utilities, emergency capacity.
KPI	jobs reachable 45/60 min; housing+mobility affordability; housing capacity around nodes; service capacity vs population
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Transport for national standards; road administrators/UATs for execution; MDLPA for urban/local aspects.
First outputs	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

Element	Content
	to the standard.; National Road Hazard Registry: citizens, police, road administrators and supported Waze/Google feeds where official integration is possible.
KPI	repeat excavations; km of complete corridor; fatalities/serious injuries; hazard-closure time
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Energy / AFM where relevant; ANRE for regulation; UAT/institutions for assets.
First outputs	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.
KPI	MW installed; RON/MW; private leverage; household/public bill reduction
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Energy; ANRE regulatory role; Transelectrica/DSOs for grid data and plans.
First outputs	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.
KPI	firm MW available by zone; connection lead time; speculative MW

Element	Content
	released; curtailment
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Energy + Transgaz/Conpet/port authorities depending on asset; Government for geopolitics.
First outputs	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.
KPI	domestic production; firm domestic supply; interconnector capacity booked; project bankability
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Economy/Industry; Ministry of Energy for power; Environment for liabilities.
First outputs	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.
KPI	sites screened; A/B/C classifications; investment-ready sites; private capital
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Agriculture and Rural Development.
First outputs	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.
KPI	area/data coverage; voluntary recommendation adoption; post-harvest losses; shared asset utilisation
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	MADR; Economy/Competition/Public Procurement for markets and processing.
First outputs	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.
KPI	post-harvest loss; storage utilisation; processing share; farm margin
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Environment / Apele Române, with Education/Research for the mission.
First outputs	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.
KPI	monitor coverage; leakage; water productivity; flood/drought exposure mapped
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Each public owner remains accountable; Finance for fiscal/reinvestment; line ministry for the strategic screen.
First outputs	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 register.; Independent valuation tiers; second valuation at thresholds; reserve/minimum prices; highest-and-best-use.
KPI	assets classified; maintenance liability removed; net value recovered; brownfields remediated
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry responsible for Economy/Tourism; UAT/DMO for destination; Culture for heritage; asset owner for property.

Element	Content
First outputs	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.
KPI	visitor spend/stay; resident satisfaction; gateway service standard; private capital
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Justice for administrative legislation; CSM/courts/prosecutors within their autonomy; SGG for quality of law.
First outputs	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.
KPI	case duration/P90; backlog; administrative-appeal time; reversal/consistency metrics
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Defence for capability; Ministry of Economy/Industry for industrial/commercial aspects; MAI-IGSU for civil protection.
First outputs	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.
KPI	challenge→prototype time; prototype→field test; operational pass

Element	Content
	rate; SME share
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Competent national cybersecurity institutions / STS for its own infrastructure and shared technical enablement; sector ministries for service ownership; Education/child authorities for online safety.
First outputs	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.
KPI	critical incidents; MTTD/MTTR; recovery-test success; privileged-access violations
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Government/Parliament for political compact and laws; independent bodies within their own remit.
First outputs	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.
KPI	mission-milestone publication; material departures disclosed;

Element	Content
	temporary structures sunset; parliamentary oversight hearings
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Participating parties commit to implementing and supporting the whole programme. Portfolios are proposed according to priority alignment; remaining or disputed portfolios are agreed through the board with five representatives per party using party nominees. Investiture and appointments follow the Constitution; the board coordinates politics and preserves MPs' free mandate.

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.

Element	Content
Owner	Ministry of Transport; modal operators/administrators within their responsibilities.
First outputs	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.
KPI	corridor travel/freight time; rail speed/reliability; Constanța throughput/dwell; first usable service date
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Environment / Apele Române; UATs/operators for sanitation/water.
First outputs	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.
KPI	illegal-dumping recurrence; collection/recycling; water losses; repair/reuse rate

Element	Content
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

Element	Content
Owner	Ministry of Economy/Industry, in coordination with Energy, Education/Research, Labour and Finance.
First outputs	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.
KPI	value added/job; wages; exports; local supplier spend
Gate	Scale after outcome, real cost, funding and legal compatibility.

EU 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.

3. Sequencing 2027-2035

Phase	Purpose
Phase 0 - First 100 Days	Baselines, ownership, handoff register, fiscal gates, process inventory, opportunity data model, EU liaison, salary-modifier audit, care/skills maps, first research challenges.
Phase I - Months 4-12	First investable portfolios, shared-services pilots, childcare/elder-care capacity response, energy-ready sites, AgroIntel pilots, asset-recovery auctions/concessions, university project rules.
Phase II - Years 2-4	Scale only models that passed their gates: complete communities, processing clusters, energy/grid investments, research commercialisation, public-administration productivity, brownfield redevelopment.
Phase III - Years 5-7	Regional convergence, mature shared services, industrial clusters, higher-value exports, older-worker retention, water/seismic evidence converted into a capital plan.
Phase IV - Years 8-9	Institutionalisation: mission teams sunset/transfer, legacy systems retired, durable data standards, research and asset reinvestment flywheels operate normally.

4. The 60 mandatory handoffs

#	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

#	Handoff	Owner	Trigger	Recipient	KPI
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 water	Environment/Water authority	% screened; value added/m^3; unsustainable 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	Universities/research institutes	Challenge-to-call/project time; number/quality of

#	Handoff	Owner	Trigger	Recipient	KPI
			Research Challenge		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 → industry access	Ministry of Education & Research	Public lab/equipment has verified external capacity	Research Capability layer / companies	Utilisation rate; external projects; avoided duplicate 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

#	Handoff	Owner	Trigger	Recipient	KPI
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

5. Escalation, audit and go/no-go

- The owner has the first remediation deadline; once it is exceeded, the handoff turns red in the register.
- PM Delivery escalates cross-ministry dependencies; it cannot alter the legal competence of an institution.
- Audit checks not only fraud/breaches, but also duplicate systems, unused licences, bottlenecks, automation without savings and procurement anomalies.
- A project that misses its gate is repaired, reduced or stopped; sunk cost is not a reason to continue.
- The six-month report publishes outcome, real cost and deviation from baseline.

European register and implementation deadlines

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	Legal duty	DNSC / MAI / sectors	CRA reporting 11 Sept 2026; main

Domain and chapters	Status	Owner and basis	Deadline and action
physical resilience 3, 36, 37		NIS2; CER; CRA 2024/2847; DORA in scope	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
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	Law; guidance	Labour / Education / MS Child Guarantee; Social Pillar;	Recommendations separate from

Domain and chapters	Status	Owner and basis	Deadline and action
13–17, 21, 23		access and non-discrimination	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 media 35, 38	Law; guidance	MJ / Parliament / authorities 2026 report; EMFA; anti-SLAPP; whistleblowers	Separate recommendations from legal 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.

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.