# ROMANIA 2035

## Governing Programme - the Effort-Multiplier Architecture

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

September 2026

# Doctrine

The same leu, the same information and the same investment should produce multiple outcomes.

- We do not create an institution if an existing one can deliver with a clear mandate and data.
- We use existing EU/national programmes and private capital before inventing parallel funding.
- No permanent expenditure without permanent funding; no imagined saving spent before verification.
- We measure outcomes in money, time, opportunities, services, productivity and safety.

# The seven systems

The programme operates as a system of systems, not as 41 ministerial files.

## Productive State

Once-only, process inventory, shared services, AI, STS/ADR, audit.

## Opportunities & Capital

Map + Marketplace + portfolios + EU funding + Fast Permit.

## Human Capital

Education, leadership, care, mobility, skills, diaspora.

## R&D & Innovation

Research missions, TTO, IP, pilots, reinvestment.

# The seven systems - part II

## Energy & Industry

Firm power, grid/storage, Value-per-MW, Mine2Value.

## Territory & Sectors

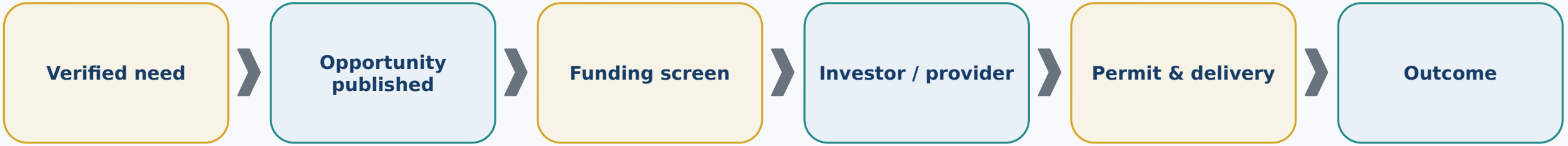
Assets, communities, AgroIntel, water, tourism.

## Fiscal & Reinvestment

Fiscal Lock, certified savings, capital gates, R&D recycling.

# National Opportunity Engine

Need → opportunity → project remain distinct objects.




Every record has a source, confidence level, verification date and revalidation deadline. Small opportunities can be grouped into investable portfolios.

# Government as a Platform

Simplification and accessible services

- Eliminate and simplify procedures before digitalisation.
- Data reuse has a legal basis, role-based access and correction rights.
- Shared services support small authorities and preserve local autonomy.
- The European identity wallet follows its 2026 legal deadline.
- AI has classification and assessments before procurement. Assisted service remains accessible.

# Work must be possible

Care + transport + housing + skills = effective labour capacity.

- Childcare and elder care are also measured by working hours unlocked or preserved.
- The Effective Return-to-Work Test shows what remains after taxes, childcare, commuting and benefits.
- The National Skills Demand Engine reacts to credible investments before inauguration.
- Returnee Skills Matching connects the diaspora to jobs, research, startups and regions.

# University projects and leadership

Academic autonomy and professional competence

- Universities decide curricula and projects within accreditation rules.
- Around 30% interdisciplinary work at Master’s and doctoral level, with field-appropriate equivalents.
- Bachelor study retains depth. Teams practise leadership and real responsibility.
- Funding rewards documented outcomes and preserves academic freedom.

# Research and reinvestment

Basic research and commercialisation

- Competitive missions and Shared TTO connect research to applications and markets.
- Statutory inventor remuneration is paid before distribution.
- Eligible residual proceeds: 60% national research and 40% university.
- Prospective terms for future programmes. Existing rights and contracts remain protected.

# Energy for production, not just statistics

The target is firm and competitive power at the investment location.

- The Opportunity Platform shows verified MW, substation, lead time, congestion, storage/flexibility.
- Use-it-or-lose-it releases speculative grid reservations.
- Value-per-MW evaluates investment, jobs, tax, exports, strategic value, flexibility, water and waste heat.
- Solar + hydro + nuclear + wind + storage + interconnection + demand response form the productive system.

# Mine2Value

Not every mine is a data centre; screening comes before promises.

- Geology, methane/radon, flooding, evacuation, power, redundant fibre, cooling, environment, title, workforce and cost.
- Good sites may host secure compute, R&D, storage or selected defence/dual-use production.
- Hybrid configurations are preferred when fully underground use makes no economic sense.
- Universities contribute mapping, sensing, robotics and digital twins; EU funding screen from the start.

# Agriculture: from hectares to value added

AgroIntel does not tell farmers what to grow; it shows options, risks and gaps in the chain.

- Soil/water/remote sensing + Value-Chain Gap Analysis identify missing storage, processing, logistics and machinery.
- The Water Productivity Screen prevents unsustainable expansion.
- The Demand Observatory and Domestic Value-Added Screen connect production to buyers and processing.
- Cooperatives/machinery/processing receive support only with demonstrated economics, throughput and utilisation.

# Romania Recovers

Asset recovery and public value

- Inventory, lawful classification, remediation and independent valuation precede transactions.
- The public domain is inalienable. Concessions and leases follow law.
- Sale requires a status that permits it and respect for owners and third-party rights.
- Eligible reinvestment preserves local budgets. One-off income does not finance permanent spending.

# Complete Communities

Corridors and nodes - not bedroom suburbs.

Infrastructure-Before-Volume: credible transport/utilities before large housing volumes.
Growth Readiness A/B/C/D and Existing Settlement/Brownfield First.
Population automatically triggers review for nursery, school, health, elder care and transit.

# Tourism and Clean Romania

Cleanliness, heritage and the arrival experience are economic development.

The Tourism/Gateway Priority Layer prioritises stations, entrances, waterfronts and visible assets.

# Defence and dual-use

Security first; economic spillover only when the technology justifies it.

Challenge → prototype → test → operational evaluation → procurement/scale.

# Fiscal credibility

Verified costs and funding

- Each measure has five-year and lifecycle costs, including staffing and maintenance.
- Net expenditure respects the EU Council path and national rules.
- Finance prepares the certificate. The Fiscal Council gives independent assessment.
- Grants, savings and asset receipts become sources only after verification.

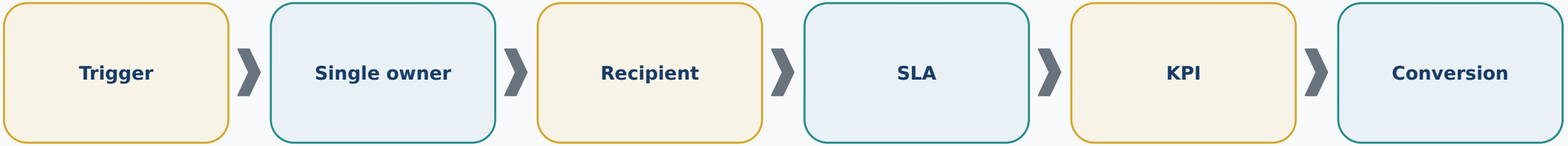
# Public-sector bonuses and salary modifiers

Compensation follows the actual work and risk of the role.

Full audit of bonuses, hazard/risk pay, special conditions, allowances and other additions.

# Execution architecture

The power of multipliers is lost at interfaces; therefore the handoff itself becomes an object of governance.




**60 material handoffs. The PM Delivery Office sees and escalates; the competent ministry executes. Indicators: Handoff Completion Rate + Conversion Through the Chain.**

# The First 100 Days

Legal deadlines take priority

- The EU register starts within 30 days. Overdue duties receive immediate remedies.
- By day 60: validated articles, owners, evidence and costs.
- By day 100: public remedies and a timetable for acts and consultation.
- The RRF is tracked for closure and maintenance of existing reforms.
- The report records delivered, partial or stopped work, costs and the accountable institution.

# Roadmap: build the operating system first

Implementation by dependency, not ministerial silos.

- Day 1-100: Fiscal Lock + Delivery Office + EU Liaison + Process Inventory + Opportunity Platform.
- Months 3-12: shared services, savings, digital formalisation.
- Months 6-24: GPO, skills, mobility, logistics, AgroIntel.
- Years 1-4: energy, assets, industry, regions.
- Years 1-10: R&D, universities, dual-use.

# Cities in Motion + Electric Logistics

Time and energy become measurable outcomes.

- Reliable Access Time, bus/tram priority, Optimize Before Build and park-and-ride with real time advantage.
- Routine deliveries move out of peaks; Clear Corridors and loading bays.
- First non-dangerous offence: warning; repeat: escalating fines.
- Public-transport/local-police cameras + dashcam evidence with human review.
- EV freight: litres of diesel displaced and RON/tonne-km.

# Formalisation and nonprofit GPO

A simple path to legality

- Digital registration and guidance for small firms.
- RON 500 / 1,000 / 2,000 for eligible administrative penalties in the one-year window.
- Due taxes remain payable, with simplified declarations and lawful instalments.
- GPO retains competition, a transparent contribution capped at 1% and initial advice.
- Subsequent penalties require proportionate legislation and appeal.

# Fiscal recovery and Fiscal Dividend

Burden reduction within lawful fiscal room

- At least two thirds of verified recurring gains reduce the deficit until sustainably below 3%.
- At most one third funds benefits within the EU net-expenditure ceiling.
- After two years below 3% and independent structural assessment, Government proposes and Parliament approves.
- Permanent reductions have recurring funding and protect social systems.

# Trust is rebuilt through evidence

Publish the plan. Publish the status. Publish the result. Publish the failure. Publish the correction.

- Public Romania 2035 portal run by the PM Delivery Office, updated monthly.
- Planned / approved / funded / implementation / delivered / verified / delayed / redesigned / stopped.
- PSAs clearly say: what it is, why, what people must do, expected impact and when results will be reported.
- Government representatives use common factual briefing packs.
- Failures and corrections are public.

# European integration in the reforms

The same systems with fuller outcomes

- Renovation and clean heating for lower bills.
- Water, forests and nature for agriculture, health and resilience.
- Accessible services for vulnerable children, disability and rural communities.
- Migration and asylum have a lawful pathway distinct from diaspora return.
- Single-market access and partnerships for investment, skills and defence.

# The European timetable

Review as at 30 September 2026

- RRF milestones: 31 August 2026. Now verify closure and continuity.
- Buildings: final renovation plan by 31 December 2026.
- Digital wallet by end 2026. EUDR follows operator and product scope.
- AI follows the amended statutory timetable. CRA reporting applies from September 2026.
- ETS2 operates from 2028, with preparation and affordable social protection.

# The coalition and portfolios

Implementation accountability

- Participation requires support and implementation of the whole programme.
- Portfolios follow priority alignment and delivery commitments.
- Each party has five representatives on the coalition board.
- Remaining portfolios are agreed using party nominees.
- The board coordinates politics. Investiture, appointments and votes follow the Constitution.

# The legal implementation framework

The legal card precedes launch

- Exact act and articles, competence, consultation and mandatory opinions.
- Cost, confirmed funding, net expenditure and entry-into-force stage.
- Autonomy, property, judicial independence, data and appeal rights.
- Procurement, competition, state aid and environmental assessment.
- Final texts require legal review. The programme does not certify future laws.

# ROMANIA 2035

## A state that works for people

Prices disciplined through competition and supply. Services that work. Fair taxes. Investments that finish. Research that reaches the economy. Security under democratic rules.

**The outcome of one reform must become the input to the next.**