



FINAL REPORT OF FACTUAL FINDINGS

NATIONAL INTEGRITY AGENCY

External audit of the ANI management for the year 2014

Bucharest, March 2015



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1. Executive Summary

Introduction

According to the contract no. 15812 from January 30, 2015 (hereinafter “the Contract”), SC Deloitte Audit SRL (hereinafter “Deloitte”) was engaged by the National Integrity Agency (hereinafter “ANI”, “the Agency”) to perform the external audit the quality of ANI’s management, as required in art. 32 paragraph (1) of Law no. 144/2007 and the provisions included in Law no. 176/2010 on the integrity in exercising public functions and dignities, for the amendment and supplementation of Law no. 144/2007 on the establishment, organization and functioning of ANI and for the amendment and supplementation of other acts of legislation (hereinafter “Law no. 176/2010”).

The agreed work phases for performing the agreed upon procedures comprised of:

- Understanding project’s scope;
- Planning the agreed upon procedures;
- Performing the agreed upon procedures plan;
- Forming the conclusions and drafting the agreed upon procedures report.

Engagement’s audit objectives and applicability area

The quality of ANI’s management was assessed during February 13, 2014 and March 20, 2015, by a team of Deloitte qualified professionals, based on interviews, examination of documentation and detailed agreed upon procedures tests.

During the engagement, Deloitte team performed the fieldwork in close cooperation with ANI representatives, in order to achieve the goals stated in the technical tender book.

The audit engagement was performed in compliance with:

- The terms of reference included in the technical offer “External audit of ANI’s management for the year 2014”, Appendix to the Contract;
- International Standards on Related Services (ISRS) – 4400 Engagements to perform agreed – upon procedures;
- Legal framework applicable to ANI.

The reference period for this report is the year 2014 exclusively, unless otherwise mentioned.

Specific aspects of the audit engagement for the year 2014

In respect to the specific activity of the Information Technology Department we mention the fact that during 2014, SAP accounting information system became fully operational and was used by National Integrity Agency’s personnel.

Procedures performed and factual findings

We have planned and performed the audit program in accordance to the objective and applicability area of this engagement, and with the agreed-upon procedures, as they are detailed in Chapter 3 – “Approach” of this Report. All the procedures detailed in Chapter 3 have been performed in accordance with the terms agreed within the Contract.

Following the agreed upon procedures performed, we obtained sufficient and appropriate evidence to draft an audit report in accordance with the International Standards on Related Services (ISRS) – “4400 Engagements to perform agreed – upon procedures”. The procedures performed during this engagement are neither a financial audit, nor a review and thus we do not express any assurance regarding ANI financial statements for the year ended December 31, 2014.

Observations identified in 2014

Total deficiencies with major impact	1
Total deficiencies with medium impact	4
Total deficiencies with minor impact	7

Total added value observations	4
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We have also assessed the remediation status of the deficiencies identified during the external audit of ANI management for the years 2009, 2010, 2011 and 2012 that were not assessed as “implemented” as at 31.12.2014, the implementation status of the recommendations for the 2013 external audit of ANI management, as well as the implementation status for the measures within the Action Plan for the implementation of the Strategy for control and prevention in accumulating unjustified assets, conflict of interest and incompatibilities.

The remediation status of the deficiencies identified during the external audit of the ANI management for the years 2009, 2010, 2011, 2012 and 2013 is presented within the table below:

Total number of deficiencies for which the recommendations have been implemented	13
Total number of deficiencies for which the recommendations have been partially implemented	18
Total number of deficiencies for which the recommendations have not been implemented	7
Total number of recommendations the implementation of which could not be assessed	1
Total number of deficiencies the risks of which are accepted by the ANI management	1

Findings

The results of the application of the agreed-upon procedures performed according with the International Standards on Related Services (ISRS) – 4400 Engagements to perform agreed – upon procedures, are presented within this report.

Following the evaluation of ANI’s activity performed during the year 2014, we have identified ANI’s functionality parameters, which are based upon ANI’s management efforts to improve the processes and to increase the efficiency of the activity in order to achieve the objectives planned. These efforts were:

- executing the contract for the implementation of the Integrated IT system for preventing conflict of interest in public procurements – PREVENT and initiation of the implementation process;
- increasing the number of integrity inspectors and the staff within the support departments for the integrity inspection;
- initiating the process of creating a structure in the Integrity Inspection – Department of Evaluation and Prevention which will be fully operational once the PREVENT system is implemented;
- implementing the reporting matrix in the Integrity Inspection as a tool for monitoring the files settled and closed through a closure report;
- continuing the efforts in implementing the measures within the Action Plan for the implementation of the Strategy for control and prevention in accumulating unjustified assets, conflict of interest and incompatibilities.

AUDITOR,

Date
March 31, 2015

SC DELOITTE AUDIT SRL
Sos. Nicolae Titulescu nr. 4-8
Sector 1, Bucharest, Romania

*For signature please refer to the
original Romanian version*

2. Objectives and scope of the project

According to the Contract, project's specific object, as defined in the Tender Documentation, is to add value, by taking an objective picture of the real activities performed within ANI, and improve the overall National Integrity Agency management.

3. Project approach

Based on the project's specific objectives, we performed the engagement in four phases, as follows:

1. Planning the project;
2. Developing the verifications plan;
3. Performing the verifications plan;
4. Reporting results.

3.1. Planning

During the planning phase we performed the following steps:

- Drafted the preliminary request for information;
- Organized the „kick-off meeting“;
- Conclude on the professional standards applicable to the engagement;
- Obtaining the necessary information for designing the evaluation program and for the preliminary analysis of the risks identified in this phase.

On February 13, 2015, before the beginning of the fieldwork, we organized, at ANI's headquarters, a kick-off meeting with the following results:

- Presenting the team members involved in the project, both from ANI's side and Deloitte's side, and their responsibilities;
- Agreeing the deadlines for performing the procedures and for reporting;
- Agreeing the communication protocol between Deloitte and ANI team throughout the project.

3.2. Developing the engagement plan

In this phase we assessed the internal procedures and controls in order to plan the evaluation. Based on the analysis of the documents made available to us, we developed the audit plan following the structure presented below:

- **Identifying the areas subject to verifications**, including the main activity directions of ANI (verifying the assets, conflict of interest and incompatibilities) as well as the support activities (internal audit, finance, legal, human resources, and public relation).
- **Drafting the interview plan** in order to identify the specific risks, including the format and the content of the interview templates with the relevant personnel. Please refer to Appendix 1 for a complete list of interviewed personnel.
- **Identifying verification techniques to be used** through:
 - The preliminary analysis of the decision making process, of the actions taken during the year 2013, in order to use these in the sampling process; based on this analysis, we drafted the testing strategy so that the processes under evaluation to be relevant for the scope of our project;
 - Asserting the format and content of the detail testing.

By the end of these two phases, on February 23, 2015, we delivered the Initial Report to ANI management for approval, in which we made a presentation of the verification procedures applicable to each ANI structure, sampling methodology and project phases planning.

3.3. Performing the Audit Plan

During this phase we performed the procedures agreed upon with ANI management that included tests and interviews in order to conclude whether policies, procedures and systems are compliant with national legislation in force, as well as best practices in the area.

The verification procedures have been performed on a sample of management actions and in several stages, as follows:

- a. Sampling;
- b. Verification of the fulfilment of management duties by ANI management, on the basis of the sample selected:
 - Verification of procedure rules application,
 - Analysis of ANI organization effectiveness considering its objectives,
 - Verification of the communication system within ANI,
 - Analysis of management decisions instrumentation.
- c. Analysis of the Agency's personnel workload;
- d. Verification of the information system for assessing the degree it fulfils the necessities deriving from the specific activities the Agency has to achieve;
- e. Phases of management quality assessment procedure – verification of the existence and adequacy of the following elements:
 - reporting chart/matrix,
 - decision making system within ANI,
 - documents workflow,
 - operating procedures,
 - duties and responsibilities, limitations and delegations of competence, relationship chart/matrix, clearly formulated in the Internal Organization Manual and in the mandate contracts of the persons within ANI management during 2014.

Our audit plan included specific compliance audit control procedures as follows:

- **Knowing and understanding the internal regulations and procedures**

During this phase we analysed the Internal Organization Manual approved by ANI President through Order no 340/14.12.2010 (hereinafter "ROF") and updated through ANI President Order no 86/04.03.2013 and Order no. 13291/15.09.2014 by comparing their provisions to Law no 144/2007, as well as with the provisions of Law no 176/2010 regarding the integrity in the exercise of public functions and dignities for modifying and completing Law no 144/2007 on the establishment, organization and functioning of ANI and to amend and supplement other regulations (hereinafter "Law no 176/2010"), we became familiar with the internal operating regulations and procedures, we identified the responsibilities for each department, tasks allocation, compliance with applicable laws, etc.

We mention that the ROF is the document that sets up ANI's organizational structure, the duties, tasks and responsibilities of ANI's employees. The document is approved by an Order issued by the President and is in conformity with the provisions included in Law 176/2010, art 5 para 4.

Please refer to Appendix 2 for a complete list of the operating procedures examined.

- **Evaluation of the primary documents** (procedures, internal regulations, orders, internal notes, minutes, evaluation guidelines, etc.), in order to understand the significant terms and conditions, both individually and globally, for:

- Assessing their area of applicability, and
- Assessing the accuracy and operating effectiveness of the procedures.

- **Investigation, confirmation and specific detail tests**

Investigation consists of obtaining the information from competent persons within ANI through interviews.

Confirmation consists of obtaining the answers as result of an investigation in order to corroborate it with the information from existent procedures.

The **evaluation** was performed on a sample of management actions divided in the following phases:

I. Sampling

Based on the understanding of ANI's working procedures and internal processes, we set up the selection of a sample of management actions from each department in order to assess compliance with the legislation in force and ANI's internal procedures/manuals/regulations applicable to each organizational unit. In determining and selecting the sample we considered each department's specific activity and, where we considered necessary, we stratified the population in order to ensure the evaluation of a representative area of management actions for the respective department.

Please refer to Chapter 7 and Chapter 8 for details regarding the sampling methodology used for each department.

II. Assessing the implementation of the procedural rules

We assessed ANI's internal procedures and the compliance with legal framework. The main evaluation criteria were:

- Formalization and compliance with the procedures;
- Use of template documents;
- Documentation of the analysis and evaluation indicators.

III. Assessing the achievement of duties

The main evaluation criteria were:

- Decision management and instrumentation process;
- Compliance with the regulation duties;
- Meeting deadlines.

These points integrate all the regulation elements that must be complied with as part of the procedure. The details regarding the elements to be checked were established based on audit trails and applicable internal manuals, according to the specific situation.

4. Reporting

Following the evaluations made, Deloitte submits to ANI management this report containing the observations identified regarding internal processes and/or procedures applicable at the Agency's level, as detailed in chapters 7 – IT system evaluation and 8 – Work methodologies specific to each verified area.

5. Status of action measures implementation corresponding to ANI Strategy for control and prevention regarding accumulation of unjustified assets, conflict of interest and incompatibilities

Following the tests performed for determining the degree of measures' implementation status corresponding to ANI Strategy for control and prevention regarding accumulation of assets, conflict of interest and incompatibilities, the following statistics resulted:

Total measures*	Implemented	Partially implemented	Not implemented
58	49	6	3

* The above table contains the implementation stage of all the Strategy measures also including the results of the evaluations made in previous years

The implementation of the measures not implemented until 31st of December 2014 does not depend exclusively on ANI's actions but on other interested parties.

Please refer to Appendix 3 for a detailed analysis of the progress related to the measures due in December 2014 and those that had not been implemented in previous years.

6. Remediation status for deficiencies identified during the audits for the years 2009, 2010, 2011, 2012 and 2013

Following the tests performed in order to assess the remediation status for the deficiencies identified during the audit missions for the years 2009, 2010, 2011 and 2012, which were not assessed as "implemented" as at December 31st, 2013, as well as the deficiencies identified during the audit performed for the year 2013 we prepared the below statistics on remediation status for deficiencies identified as at December 31st, 2014:

Directorate/ Department	Total deficiencies	Stage			Implementation of the deficiency was not assessed
		Implemented	Partially implemented	Not implemented	
Risk management process	2	1	1	-	-
Information Technology Department	14	1	9	3	1 ¹
Integrity Inspection	9	3	4	1	1 ²
Internal Public Audit Department	3	3	-	-	-
Legal, Public Relations and Communication General Directorate	1	-	1	-	-
Human Resources Department	4	2	2	-	-
Economic Directorate	5	2	1	2	-
Communication, Public Relations and Strategy	1	-	-	1	-

³ The risk of the deficiency was assumed by the Agency management.

⁴ The implementation of the recommendation could not be assessed for 2014 as no assessable elements were identified in the selected sample.

Directorate/ Department	Total deficiencies	Stage			Implementation of the deficiency was not assessed
		Implemented	Partially implemented	Not implemented	
Directorate					
General regarding Operating procedures	1	1	-	-	-
Total	40	13	18	7	2

For details on the deficiencies corrected / partially corrected please refer to chapters IT system evaluation and Work methodologies specific to each verified area.

7. IT system evaluation

The IT system audit consisted of evaluation of applications and processes that sustain their operation, as follows:

1. We audited the integrated Information System for the Management of Declarations of Assets and Interests (**SIMIDAI**), its functionalities and the related infrastructure, as well as the process of data recovery and the related risks, in order to assess the way in which the IT system responds to the necessities derived from the specific tasks ANI has to fulfil.
2. We audited the information system SAP related to the Agency's support activity area and the network infrastructure serving it.

In order to test and evaluate the IT environment, we covered the following phases:

- Understanding ANI's IT system;
- Establish the evaluation criteria and develop the testing plan;
- Perform and document the tests;
- Defining the deficiencies identified.

In order to understand ANI's IT system we attended interviews organized to present and discuss the system functionality with IT Department representatives and with the team that provides the services for designing, administration, analysis and development of the IT system on behalf of the external partner responsible for these services.

This report includes the conclusions drawn as result of ANI's IT system audit and are based on:

- Information and documentation made available by the employees of the Information Technology Department;
- Analysis of the daily activities performed by the IT Department;
- Visit and check the locations where the hardware serving ANI's software and infrastructure are installed.

IT environment and management of IT systems security evaluation

We assessed the manner in which IT systems architecture and structure answer the needs of their operation from the sufficient internal control implementation possibility point of view.

IT system evaluation was comprised of the following steps:

- Evaluation of the adequacy and operational effectiveness of IT system general controls;
- Review of the IT system;

- Perform a diagnosis of IT environment security.

Review of the IT general controls comprised of the identification of the potential risks which might adversely impact the functioning of the application, as well as the evaluation of the control elements designed to mitigate these risks.

We reviewed the IT system internal control general framework, as well as the IT security standards and procedures implemented by ANI. The activities performed covered the following areas:

- Operating procedures regarding IT applications in use;
- IT environment security;
- Users management;
- Logistic access management;
- Business continuity plan;
- Backup process management for the IT systems;
- Change management policy regarding IT systems.

During the activities performed part of the SIMIDAI evaluation engagement we paid close attention to the evaluation of the:

- Integrated IT system functionalities;
- Data recovery process and corresponding risks assessment;
- Critical areas and data that must be recovered;
- Documentation and recovery procedures;
- Roles of the personnel involved in the data recovery process.

For a detailed list of the procedures analysed during this process, please refer to Appendix 3 List of documents analysed during the evaluation of the information system.

The Agency implemented SIMIDAI system and Information Security Management System (SMSI) certified according to ISO 27001 Standard. Governed by the provisions of ISO/IEC 27001:2013 Standard, SMSI provides the management with better control over information flows within ANI and, also, provides a unified management of IT security issues through an active control of resources and is an useful tool to the Agency for control of the internal processes and, in general, of staff activities that interfere with or rely on the institution's IT infrastructure.

In 2014, the Agency was successfully recertified under ISO 27001:2013.

Within the process of providing the accessibility of the SIMIDAI data, ANI extended the disk storing capacity and purchased two storing devices instead of the old equipment.

Conclusion

ANI uses an integrated information system with a special design which allows for a strategic approach and a modern vision for the development and improvement of this institution's activity.

Thus, a key factor within ANI activity is the Integrated Information System for the Management of Declarations of Assets and Interests (**SIMIDAI**) which became more efficient and is successfully used by the integrity inspectors.

Following the evaluation of the operating procedures and based on the methodology applied the following **deficiencies** have been identified, which affect the following areas:

- Business continuity;

- Logical security;
- Physical security;
- Controls in the server room;
- The system of rules and procedures defined in the Agency as regards the management and monitoring of IT resources.

Thus, further to our audit, we found that, except for one deficiency regarding the efficient running of the antivirus solution, which was remedied in 2014, for the other 13 the Agency must implement adequate correction measures to address the risks identified by the audit team.

8. Work methodologies specific to each verified area

Following the evaluation of the activity performed during 2014, we noticed an evolution in the development of ANI managerial processes resulted from management efforts for improvement of processes and for the efficiency of the activity performed in order to achieve the planned objectives.

Furthermore, we noticed the fact that the highlights of ANI activity during 2014 are:

- revising most of the operational procedures
- executing the contract for the implementation of the Integrated IT system for preventing conflict of interest in public procurements – PREVENT and initiation of the implementation process;
- increasing the number of integrity inspectors and the staff within the support departments for the integrity inspection;
- initiating the process of creating a structure in the Integrity Inspection – Department of Evaluation and Prevention which will be fully operational once the PREVENT system is implemented;
- implementing the reporting matrix in the Integrity Inspection as a tool for monitoring the files settled and closed by a classifying report;
- continuing the efforts in implementing the measures within the Action Plan for the implementation of the Strategy for control and prevention in accumulating unjustified assets, conflict of interest and incompatibilities

Following the evaluation of the operating procedures and based upon the methodology mentioned above the following deficiency has been remedied at the Agency level:

- After examining the operating procedures implemented at the level of the Agency we found that they have not been updated to include the new operational flows following the implementation of SAP and DMS systems.

We have identified two deficiencies that affect the system:

- The process of updating the ANI website is not transposed in a procedure;
- The Agency does not have a procedure regulating at global level the registration and route of correspondence in the DMS application.

8.1. ANI Management

We have analysed the responsibilities of ANI President and Vice-President as stated in the ANI Internal Organization Manual (hereinafter "ROF"), approved and updated by ANI President Order no 340/14.12.2010 and ANI President Order no 86/04.03.2013 and ANI President Order no 13291/15.09.2014.

We noticed an increase in the communication degree at Agency management level through weekly management meetings that facilitate the process of identification of possible cross-functional issues and best solutions agreed upon.

1. President

The President is fulfilling his responsibilities based on the provisions of the Law 144/2007, the Law no 176/2010 regarding the integrity and dignity in the exercise of public functions for modifying and completing Law no 144/2007 on the establishment, organization and functioning of ANI and to amend and supplement other regulations and the ROF. There were no discrepancies identified between the practical activity and the ROF provisions with regard to the President function.

Management of the National Integrity Agency continued the line established by the institution's programmatic documents, strategy for combating and preventing unjustified assets accumulation, conflict of interest and incompatibility conditions (2011-2014) and Management Plan 2012 - 2015, focusing on developing and implementing IT tools for the personnel of the institution, improving case history, ensuring effective prosecution of cases investigated in order to obtain dissuasive results.

The results of ANI were appreciated in the Commission Report to the European Parliament and the Council on the progresses registered by Romania under the cooperation and verification mechanism.

The greatest challenge for 2015 is to implement the tool for preventing conflict of interest in public procurements, PREVENT.

2. Vice-President

The Vice-President is fulfilling his responsibilities based on the provisions of the Law 144/2007, the Law no 176/2010 regarding the integrity and dignity in the exercise of public functions for modifying and completing Law no 144/2007 on the establishment, organization and functioning of ANI and to amend and supplement other regulations and the ROF. There were no discrepancies identified between the practical activity and the ROF provisions with regard to the Vice-President function.

We organized interviews both with the President and Vice-President in order to assess the conformity of the practical activities with the ROF provisions. Following these interviews we did not identify any deficiencies regarding ANI's management. Furthermore, management activity has been improved through the implementation of majority recommendations included in the External Audit Reports of the ANI Management for the years 2009, 2010, 2011, 2012 and 2013.

Following the interviews with ANI operational structures representatives, resulted that both the President and the Vice-President assumed and fulfilled their specific responsibilities stipulated in the legislation in force and in the ROF.

8.2. Integrity Inspection

During 2014, the Integrity Inspection's activity was performed in accordance with the provisions of Law no 176/2010 regarding the integrity and dignity in the exercise of public functions, for modifying and completing Law no 144/2007 on the establishment, organization and functioning of ANI, as well as to amend and supplement other regulations, published in the Official Gazette no 621/02.09.2010.

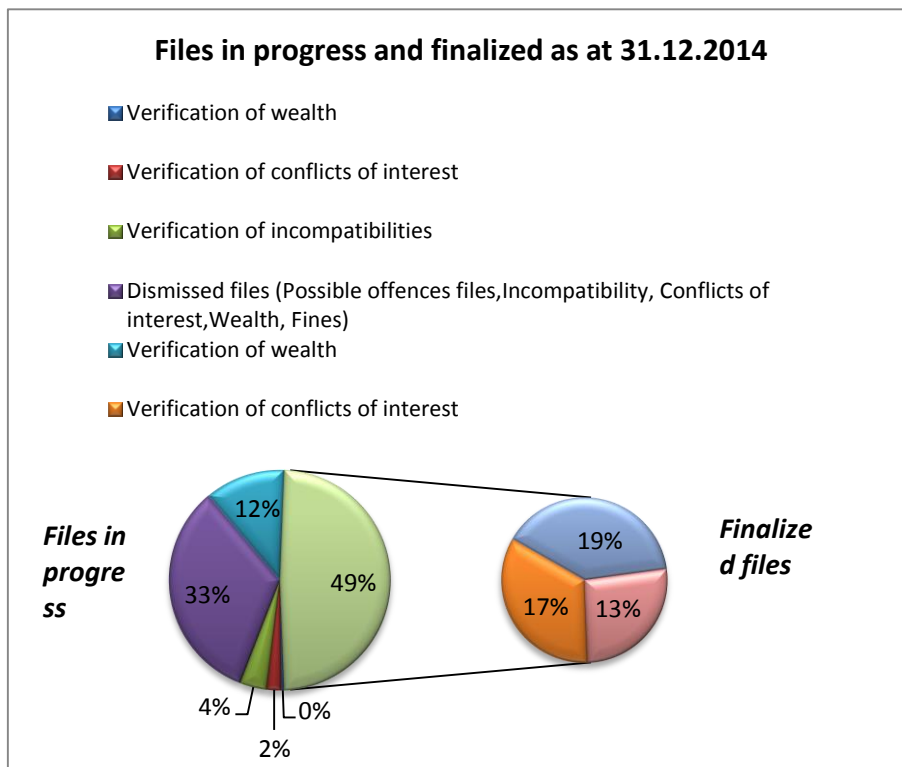
In order to assess the managerial actions taken within the Integrity Inspection, we selected a sample based on the following audit procedure:

- a) We requested the statistics regarding the number of causes verified during 2014, on the following structure: files settled and files in progress, files dismissed and files re-distributed as at December 31st, 2014. In respect of finalized files, we have requested their distribution considering the following sub-categories: causes regarding assets, criminal conflict, administrative conflict, false and other crimes, incompatibility, money laundering, fine. As to the files in progress, we have requested their distribution considering the following sub-categories: unjustified assets, conflict of interest, sanctions, false statements, incompatibility, and possible fines.
- b) Based on the statistics we determined the size of the sample of causes to be analysed.
- c) We requested the list of causes subject to ANI evaluation procedures during 2014.
- d) Based on the list of causes we randomly selected the sample of files subject to the analysis

Following the procedures above, a sample of 161 cases has been identified (160 unique files), as follows:

Cases closed by ANI during 2014 (January 1st – December 31st)³		Sample size
Verification of assets	30	5
Verification of conflict of interest	161	15
Verification of incompatibilities	292	15
Closed files (potential minor offences, Incompatibility, Conflict of interest, Assets, Fines)	2458	25
Number of cases in progress as at December 31st, 2014		
Verification of assets	875	25
Verification of conflict of interest	1231	25
Verification of incompatibilities	1437	25
Other cases		
Fines, other crimes, false statements, corruption, potential minor offences, minor offences	964	25

³ These data are based on the statistics provided by the Integrity Inspection during the audit period.



The methodology for testing the sample was elaborated based on the understanding and evaluation of operating procedures. We analysed the content of the operating procedures to identify the activities within the Integrity Inspection and to determine the relevant criteria to stratify the sample for testing, based on department specific activities.

Thus, we verified the documents included in the files according to the steps determined based on the operating procedures regarding the activities of verification the assets, conflict of interest and incompatibilities performed during 2014 by integrity inspectors.

Aspects regarding the activity of the Integrity Inspection

Aspects noted from the analysis of the sample of cases regarding the verification of assets

Based on the sampling method described above we determined 37 cases regarding the verification of assets out of which:

- 26 cases derived from ANI ex officio notification, and
- 11 cases derived from a notification made by an individual or legal entity.

Aspects noted from the analysis of the sample of cases regarding the verification of conflict of interest

Based on the sampling method described above we determined 46 cases regarding the verification of conflict of interest out of which:

- 23 cases derived from ANI ex officio notification, and
- 23 cases derived from a notification submitted by an individual or legal entity.

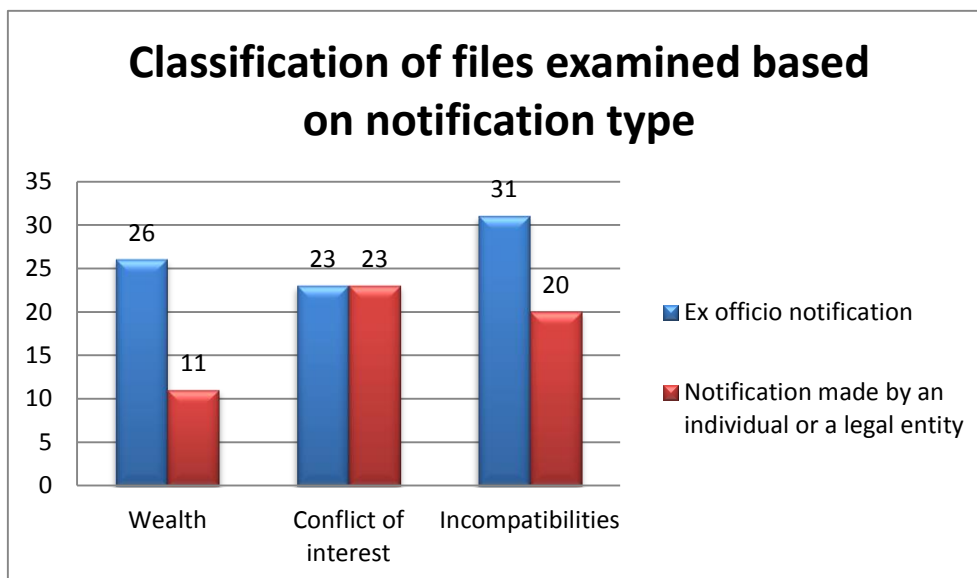
Aspects noted from the analysis of the sample of cases regarding the verification of incompatibilities

Based on the sampling method described above we determined 51 cases regarding the verification of incompatibilities out of which:

- 31 cases derived from ANI ex officio notification, and
- 20 cases derived from a notification made by an individual or legal entity.

Aspects noted from the analysis of the sample of cases regarding late submission of declarations of assets and interests

Based on the sampling method described above we determined 27 cases regarding the verification of late submission of declarations of assets and interests.



The activity of the Integrity Inspection is standardized and conducted based on the specific operating procedures elaborated in conformity with the OMFP no 946/2005 regulations regarding the managerial control.

Following the evaluation of the operating procedures and based upon the methodology mentioned above new **deficiencies** have been identified at the level of Integrity Inspection in 2014:

- The result of the evaluation is not communicated to all the interested parties according to the procedure:
- Divergent practices as regards the communication of a reminder to the persons subject to evaluation if they do not confirm receipt of the notification of the initiation of the evaluation and the information letter regarding the identification of the object of the control.

As regards the deficiencies identified in the external audit missions of ANI's management in the previous years (2009, 2010, 2011 and 2012) and not remedied by the time of the external audit mission for 2013, and the deficiencies identified further to the external audit mission for 2013, Deloitte has monitored how they were remedied.

Thus, Deloitte has found that in 2014 the following deficiencies **were fully remedied**:

- Failure to comply with the 48-hour term running between the date of the random distribution report and the date of the Declaration of Independence and Impartiality;
- The SIMIDAI application is not improved by the implementation of a mandatory field where integrity inspectors note the prescription date or the period in scope;
- Failure to submit the letter to the Court of Appeal – Administrative and Fiscal Disputes Division, for the purpose of identifying if the verified person submitted an appeal regarding the Evaluation report.

At the same time, we found that the following deficiencies **have been partially remedied**:

- The reminders were not drawn up and sent to the institutions that failed to respond to the initial letters of ANI exceeding the procedure term of 30 days (2 cases).
- Failure to draw up the document Note regarding the result of the IT database inquiry.

The procedure was partially revised in the sense that the mandatory nature of certain forms was revised: Note on the outcome of the inquiry of the database of the IT system, Letter to institutions, letter to applicant to be drawn up in the evaluation process.

- Failure to submit on time the notification to ANAF in respect of the Minutes ascertaining the offence issued and not-collected, for collection;
- Failure to obtain the acknowledgment of receipt regarding the letter accompanying the Minutes ascertaining the offence

Regarding minor offences, the operating procedure was revised in November 2014 by mentioning that "If the offender does not receive the Minutes ascertaining the offence at its domicile, then the Minutes ascertaining the offence shall be published on the ANI website in the special section". The section became operational on the website on February 19, 2015.

The following deficiency **was not remedied**:

- Files where the procedural documents have not been prepared for more than 30 days, i.e., preparation of the evaluation report (where the information existed) or issuance of other information requests.

Moreover, we found that for the following deficiency we cannot assess **the implementation of the recommendation**:

- Failure to prepare and submit claims to courts for the purpose of fining the institutions, in accordance to the provisions of art. 27, para. 1 rep. to art. 15 para. 2, Law 176 / 2010, corresponding to the cases in which institutions did not reply to second requests from ANI within 30 days.

In the sample files selected for testing, we have not identified any cases in which the institutions failed to respond to the reminders (when the reminders were drawn up) within the legal term.

8.3. Internal Public Audit Department

We analysed the responsibilities within ANI for the Internal Public Audit Department (hereinafter "CAPI") in accordance with the ROF provisions and the "Methodological Norms regarding the Exertion of the Internal Public Audit Activity within ANI" and the operating procedures that documents the CAPI activity.

The structure activity is standardized and based on specific operating procedures developed in accordance with the OMPF No. 946/2005 referring to management control.

The analysis was focused on the compliance of the ROF, internal norms and operating procedures with the applicable laws.

We organized a number of interviews with this department's representative in order to assess the compliance of the practical activity with the procedures' provisions and we performed a number of detailed tests on the following processes within CAPI:

- Preparation of the annual internal public audit plan;
- Preparation of the strategic internal public audit plan;
- Preparation of the quality assurance and improvement program;
- Elaborating the annual report over the internal public audit activity;
- Performing the internal audit missions;
- Assessment of the individual professional performances.

To this effect we obtained and assessed the documentation applicable for each process in respect to the following criteria: frequency, compliance with the legal provisions, authorization and compliance with the legal terms.

Based on the methodology applied and following the evaluation of the operating procedures, there were no deficiencies identified regarding the activity performed at the level of Internal Public Audit Department.

In respect of the deficiencies identified during previous years' external audits of ANI management (2009, 2010, 2011 and 2012) and not solved at the time of the 2013 external audit, as well as the deficiencies identified during the 2013 external audit, we performed follow-up procedures in order to assess the degree in which these have been addressed / corrected.

The following deficiency **was fully remedied**:

- Failure to sustain at least 15 days per year of professional development by internal auditors.

Added value recommendations **were fully implemented**:

- Improvement of the manner of documenting the audit missions
- Creation of a centralised data base of audit recommendations and continuous follow-up

Three new **added value recommendations** were identified:

- Including system or performance audit engagements in the audit plan
- Attesting internal auditors
- Assigning a dedicated working space to internal auditors

8.4. Legal, Public Relations and Communication General Directorate

The activity of the Legal, Public Relations and Communication General Directorate is standardised and runs based on the specific operating procedures, drafted in accordance with the provisions of MoPFO no. 946/2005 on managerial control.

To analyse the compliance of the practical activity of such directorate with the provisions of the ROF, we interviewed the Manager of the Legal, Public Relations and Communication General Directorate, who identified the risks and areas of activity that could be improved in order to increase the efficiency of the activity.

Validation and Legal Provisions Department – Disputed Claims Compartment

We have analysed the responsibilities of the Legal, Public Relations and Communication General Directorate (hereinafter "DGJRPC") stated in the ROF approved by Order of ANI President no 86/2013, amended by Order of the ANI President no. 13291/15.09.2014, published in the Official Journal no. 13291/15.09.2014.

In the audit conducted, we selected a sample of 25 files out of the 697 files on the dockets of the courts of law and with the Wealth Investigation Commissions attached to the Courts of Appeal in 2014, with a view to testing the following procedural matters:

- The manner of recording and assigning the files on the dockets of the courts of law;
- Presentation or preparation, within the specific timelines of procedural documents pertaining to the case's stage in court, by the legal consultant who was assigned the case to represent ANI;
- Compliance with DGJRPC internal procedures.

In our audit mission, we monitored the manner in which the deficiencies identified during previous years' external audits of ANI management (2009, 2010, 2011, 2012 and 2013) initially not solved at the time of the 2014 external audit, as well as the deficiencies identified during the 2014 external audit, were remedied.

Thus, we found that the computer recording of the cases on the dockets of the courts of law **was partially remedied**.

Communication, Public Relations and Strategy Directorate

The activity of the Directorate is standardized and conducted based on the specific operational conditions elaborated in conformity with the OMFP no 946/2005 regulations regarding managerial control.

We have analysed the responsibilities of the Communication, Public Relations and Strategy Directorate (hereinafter “DCRPS”) within ANI both for compliance with the ROF and the operating procedures. The analysis was focused on the conformity of the operating procedures valid during 2014 with ROF provisions and the applicable legislation.

To conclude on the conformity of the practical activity with the procedural provisions, we organized a number of interviews with the DCRPS representative and we assessed through detailed tests the following processes:

- Preparing the answers to the requests received based on the Law no. 544/2001 regarding the free access to public interest information;
- Monitoring the press publications;
- Reporting to Ministry of Justice on the status of implementation of the measures belonging to ANI for the fulfilment of MCV (Cooperation and Verification Mechanism) Benchmarks;
- Implementing the action plan measures for implementing ANI Strategy on combating and prevention of unjustified assets, conflict of interest and incompatibility.

To this effect, we obtained and assessed the documentation applicable to each process in respect to the frequency, compliance with the legal conditions, authorization, adherence to legal terms, etc.

Based on the methodology applied and following the evaluation of the operating procedures, the following new deficiency has been identified **in 2014** at the level of the Integrity Inspection:

- The procedure “Preparation of the responses to the requests filed based on Law 544/2001” is not revised according to the legal provisions in respect of the reaction time to public interest inquiries.

In respect of the deficiencies identified during previous years’ external audits of ANI management (2009, 2010, 2011 and 2012) and not solved at the time of the 2013 external audit, as well as the deficiencies identified during the 2013 external audit, we performed follow-up procedures in order to assess the degree in which these have been addressed / corrected.

Thus, we noticed that corrective measures have **not been implemented** in respect of the following deficiency:

- Failure to reply to request for public information within the timeframe of maximum 30 days of registering the request.

8.5. Human Resources Department

We have analysed the responsibilities of the Human Resources Department (hereinafter “SRU”) within ANI, in accordance with ROF provisions and the operating procedures that document SRU activity. The analysis was focused on the conformity of the valid operating procedures during 2014 with provisions of ROF and applicable legislation.

The activity of this structure is standardized and conducted based on the specific operational conditions elaborated in conformity with the OMFP no 946/2005 regulations regarding managerial control.

We organized a number of interviews with the SRU representative to analyse the conformity of the practical activity with the procedural provisions and we assessed through detailed tests the following processes:

- Maintaining the professional file, for both public servants and contractual personnel;
- Organizing contests for employment and promotion within ANI;

- Receiving, recording, tracking the declarations of assets and interests for the personnel of ANI;
- Preparation, certification and the circuit of the timesheets, including inventory of the paid, medical and unpaid leaves etc.;
- Professional training – training plan for 2014 and evaluation of training activities;
- Confirming the permanent positions for debutant personnel during 2014;
- Evaluating the performance of ANI personnel;
- Preparation of the work chart of public functions plan for the year 2014;
- Promotion operating procedure;
- Procedure for terminating work relations;
- Monitoring the compliance of ANI personnel with the conduct norms;
- Activity of the Disciplinary Commission at ANI level;
- Activity of the Ethics Consultant.

We mention that for this department we used two (2) methods of testing, based on the nature of the assessed activity:

1. Test an operation from initiation to finalization;
2. Stratify the population and test for each segment an operation from initiation to finalization.

To this effect, we obtained and assessed the applicable documentation for each process in respect to the periodicity, compliance with legal conditions, authorization, adherence to legal terms, and errors handling.

Furthermore, following the interviews held with the department's representatives and ANI management, as well as from the analysis performed over SRU activity during 2014, we noted the fact that the personnel from this department has a good professional background adequate to the complexity of the tasks to be performed.

Also, we performed an analysis of the responsibilities as per the job descriptions and noted that these are differentiated according to the professional position held and with the provisions stipulated in the national legal framework specific to each specialization, and we noted that there are distinct responsibilities for the coordinators of the structures, which leads to an improvement of managerial control function.

Based on the methodology applied and following the evaluation of the operating procedures, the following deficiencies were identified regarding the activity performed at the level of Human Resources Department:

- The questionnaires on the compliance with the code of conduct prepared at the end of each meeting on the training and acknowledgment of the rules and code of conduct instituted at ANI are not dated;
- The procedures do not clearly present the process of publishing the results of the competitions at ANI;
- The procedure on the "Follow-up on the compliance of the rules of conduct by the public servants at ANI" does not mention the responsibility of the Ethics Adviser of annually planning the number of employees who must attend the trainings and the meetings for acknowledging the rules and code of conduct instituted at ANI and the title makes no reference to the training of the contractual personnel.

The following added value recommendation was identified:

- Update the reports by comparing the current status of the vocational training measures (trainings attended and related costs) with the planning from the beginning of year to identify divergences from the plan, the reasons therefor, as well as the measures to be taken in the upcoming period to achieve the plan.

In respect of the deficiencies identified during previous years' external audits of ANI management (2009, 2010, 2011 and 2012) and not solved at the time of the 2013 external audit, as well as the deficiencies identified during the 2013 external audit, we performed follow-up procedures in order to assess the degree in which these have been addressed / corrected.

Thus, we found that the following deficiencies have been **partially remedied**:

- Conflict of interest declarations by the evaluation committee for hiring new integrity inspectors (higher professional degree and assistant) left incomplete with regards to declaring any existence of conflict of interest; documentation relating to the hiring process (higher professional degree) was not signed and dated;
- Non-quantifiable performance indicators and no deadlines in the assessment of ANI employees;

We found that the following deficiencies have been **remedied**:

- The annual plan with minimum activities related to business ethics advisory details these activities but does not propose deadlines for their completion or steps for monitoring them;
- Quarterly report on the compliance with the rules of conducts is incomplete.

Labor Protection Department

We assessed the compliance of the operating procedures valid during 2014 with the ROF provisions and the applicable legislation and we organized an interview with the representative of the Labour Protection Department (hereinafter “CPM”) to draw the conclusions about the compliance of the practical activity with the provisions of the operating procedures.

The activity of the Human Resources Department is standardized and conducted based on the specific operational conditions elaborated in conformity with the OMFP no 946/2005 regulations regarding the managerial control.

8.6. Economic Directorate

We assessed the compliance of the operating procedures valid during 2014 with the ROF provisions and the applicable legislation and we organized an interview with the Economic Directorate (hereinafter “DE”) Director to draw the conclusions about the compliance of the practical activity with the provisions of the operating procedures.

The activity of this structure is standardized and conducted based on the specific operational conditions elaborated in conformity with the OMFP no 946/2005 regulations regarding managerial control.

Financial and Accounting Department (SFC) – Accounting Compartment

In order to assess the managerial actions within DE we performed detailed test on the following processes:

- Procedure for establishing the necessary credits for 2014;
- Procedure for drafting the expenses budget;
- Procedure of engaging, liquidation, ordering and payment of the expenses;
- Internal preventive financial control;
- Monitoring the expenses of personnel;
- Asset count.

To this effect, we obtained and assessed the applicable documentation for each process in respect to the periodicity, compliance with the legal conditions, authorization, adherence to legal terms and errors management.

In respect of the deficiencies identified during previous years’ external audits of ANI management (2009, 2010, 2011 and 2012) and not solved at the time of the 2013 external audit, as well as the deficiencies identified during the 2013 external audit, we performed follow-up procedures in order to assess the degree in which these have been addressed / corrected.

The following deficiencies **have been remedied**:

- Payrolls and timesheets generated from SAP system do not reconcile in respect of ANI employees vacation days.
- A market study was conducted in all the applicable activities.

The following deficiencies **have not been remedied**:

- SAP system does not allow printing of “Expenses engaging” document in a format that allows the inclusion of the Agency’s identification elements.
- At SAP system level, in case of services acquisitions, it is not mandatory the existence of a link between the recorded invoice and corresponding purchase request;

The following deficiencies were identified based on the testing conducted for **2014**:

- Missing details on the invoice circuit for all types of acquisitions
- Missing information on the events that may arise throughout the procedural activity and how they are managed in the procedures on the Administration of the public procurement contract and Follow-up on the establishment and return of the good performance bond for the public procurement contracts
- Improper use of the names of the reported efficiency and result indicators

Investment and Public Procurement Department – CIAP

We have analysed the responsibilities of the Investment and Public Procurement Department (hereinafter “CIAP”) in accordance with ROF provisions and operating procedures that document the activity of CIAP. The analysis was focused on the compliance of the operating procedures valid during 2014 with ROF provisions and the applicable legislation.

To conclude on the conformity of the practical activity with the procedural provisions we organized a number of interviews with CIAP representative and we assessed through detailed tests the public procurement process.

We have obtained the list of public acquisitions started in 2014. Following the analysis of this status we noted the fact that during 2014 there were purchased goods, services and assignments through the processes of request for offer, open bid and direct acquisition.

We performed detail tests on a sample of assets, services and works purchased through direct acquisition, such as call for tender and open tender.

To this effect, we determined the sample size for the detailed tests (25 purchases), relating to the total number of public acquisitions purchased in 2014 through the process of direct acquisition. Also, we stratified the population so that the sample would include different types of goods and services and works purchased through direct acquisition.

The evaluation of the purchases included in the sample aimed the conformity of the activities performed with the operating procedure for direct acquisition, valid during 2014.

We have not identified any cases of inconsistency of the acquisition process with the provisions of the procedures in force.

Archiving Department

We assessed the conformity of operating procedures valid during 2014 with the ROF provisions and the applicable legislation. During 2014, the Archiving Compartment was not functional, due to the fact that the vacant position of archivist was not filled since June 2010.

In respect of the deficiencies identified during previous years’ external audits of ANI management (2009, 2010, 2011 and 2012) and not solved at the time of the 2013 external audit, as well as the deficiencies identified during the 2013 external audit, we performed follow-up procedures in order to assess the degree in which these have been addressed / corrected.

Thus, we noticed that corrective measures have been **partially implemented** in respect of the following deficiency:

- At ANI level, the archiving nomenclature was not implemented.

8.7. Risk management process at ANI level

To ensure compliance with Standard 11 of the OMFP (Ordinul Ministrului Finantelor Publice - Minister of Public Finance Order) no 946 / 2005, in June 2010, at ANI level, a permanent Commission has been established with roles and responsibilities on the management of risks identified as being associated with activities performed at the level of every functional structure within the institution.

Additionally, by ANI President Order no 436/18.10.2012 it has been established the structure with responsibilities for monitoring, coordinating and methodological guidance of the managerial control system – SCM Committee – updated by ANI President Order no 155/15.04.2013 and ANI President Order no 18351/10.12.2014.

Also, ANI procedures manual contains the system procedure regarding risk management for a unitary implementation of the principles to identify and control risks within all ANI functional structures.

Also, we noted that, at ANI level, a System Procedure named “Risk Management” containing provisions regarding:

- Implementation and development of implementation for Standard 11 of OMFP 946/2005 on managerial control standards;
- Risk management process at ANI level;
- Setting and implementation of control actions/measures/devices.

In assessing the adequacy and effectiveness of the risk management process at ANI level, we assessed the following aspects through the actions taken during 2014:

- Unique Risks Registry prepared and revised at ANI level;
- The process of risks identification, reporting, assessment and monitoring;
- Existence of procedures / internal norms to formalize the risk management process;
- Quarterly reports submitted to the Central Unit for Harmonization of Financial and Control Management Systems (hereinafter “UCASMFC) regarding the implementation status of internal control management system.

In respect of the deficiencies identified during previous years’ external audits of ANI management (2009, 2010, 2011 and 2012) and not solved at the time of the 2013 external audit, as well as the deficiencies identified during the 2013 external audit, we performed follow-up procedures in order to assess the degree in which these have been addressed / corrected.

The following deficiency was **fully** remedied:

- The Risks Registry does not include all ANI processes and structures.

The following deficiency was **partially** remedied:

- Standardization of the approach regarding risk treatment and correlation of activities performed in practice with the provisions of system procedure.

9. Use of the present report

This report is intended for the use of the management of ANI, for its communication to the National Council for Integrity and publication on ANI website. As such, the findings/deficiencies included in this report should not constitute a basis for any other type of action.

Our findings, as presented in this Report, are based upon the documentation made available to us by ANI.

We cannot exclude that we may have arrived to additional or different findings had further information and documentation been provided to us. We have relied upon the contents of such documentation and information provided to us, and we have assumed the documentation and information to be accurate and complete.

Should further information and/or documentation and/or data exist, which was not divulged or provided to us, or if any of the verbal statements or explanation are incorrect or misleading, any findings, interpretations or opinions contained herein may be incomplete and may have generated different results, which would require further or amended procedures outside of the applicability area of the present engagement.

The verification procedures performed by us were agreed between Deloitte and ANI. Deloitte provides no assurance regarding the sufficiency of these verification procedures performed for the purposes of ANI.

Had we performed additional specified procedures other matters might have come to our attention, which would have been reported to ANI.

This Report must not be construed as expressing opinions on matters of law, which are outside our expertise.

Deloitte has no responsibility to update the Report for events and circumstances occurring after December 31st, 2013.

This Report or its contents should not be used, reproduced or circulated to any other party or for any other purpose than that for which it was intended, in whole or in part, without our prior written consent, except those provisions stipulated in the first paragraph. Furthermore, we do not accept responsibility to any third parties for any breach of this obligation or for any opinion expressed, or information included within this Report. The information within this Report is provided on the basis that the recipient will not rely upon it as the sole basis for any action or decision. This Report relates only to the items specified above and does not extend to any other financial information.

Some of the information included in this Report has been provided by external sources⁴. We were unable to test the accuracy and completeness of the information obtained from these external sources in all the cases. Therefore, we take no responsibility and we do not provide any assurance upon the accuracy and completeness of the information provided by these external sources.

This report refers only to the audit of ANI's management quality for the year 2014 conducted in accordance with the provisions of standard ISRS 4400, as defined in the specifications. Thus, we do not offer an assurance in respect of ANI's management quality.

⁴ For example, the European Commission Report regarding the Benchmarks implementation status, mass-media monitoring etc.

APPENDIX 1 List of interviewed persons

Activity	ANI representative	Current position / Department
Interview on ANI management	Horia GEORGESCU	President
Interview on ANI management	Bogdan STAN	Vice-President
Interview on DGJRPC activity	Ioana LAZĂR	General Director – Legal, Public Relations and Communications General Directorate
Interview on DCRPS activity	Silviu POPA	Director – Communications, Public Relations and Strategy Directorate
Interview on STI activity	Cristinela Grosu	Head of Department – Information Technology Directorate
Interview on SRU activity	Veronica GHIBA	Head of Department – Human Resources Department
Interview on the activity of the Discipline Commission	Daniela MITUȚOIU	Integrity Inspector, Integrity Inspection
Interview on CAPI activity	Anne Marie ONCESCU	Senior auditor – Internal Public Audit Department
Interview on CIAP activity	Greta CONSTANTINESCU	Director – Economic Directorate
Interview on DE activity	Greta CONSTANTINESCU	Director - Economic Directorate
Interview on Integrity Inspection activity	Elena GALAN	General Director – Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Magdalena MIHAILĂ	General Director – Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Mihai POPESCU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Romică DINICĂ	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Puița BECUȚ	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Mihaela IONESCU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Alina Dabija (TÂRNĂ)	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Anca TOMULESCU	Head of Department, Integrity Inspection

APPENDIX 1 List of interviewed persons (continued)

Activity	ANI representative	Current position / Department
Interview to clear up some aspects regarding the integrity inspection files	Ana-Luiza DOMNIȚIANU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Georgian MANOLACHE	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Daniela MINCU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Marius UNCI	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Florentina LUȚAS	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Delia BĂLTĂREȚU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Miuța Mirela ȚURLACU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Ioana – Alina GULEȘ – STANCIU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Mihaela RĂDESCU	Head of Department, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Ana Luisa BADIU	Head of Department, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Daniela MITUȚOIU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Andra Lavinia CÎMPEANU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Georgiana DUMITRAȘCU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Nicoleta Elena CREȚU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Ionuț PÂNDARU	Integrity Inspector, Integrity Inspection

APPENDIX 1 List of interviewed persons (continued)

Activity	ANI representative	Current position / Department
Interview to clear up some aspects regarding the integrity inspection files	Anamaria ANGHELESCU	Head of Department, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Andrada BOCA	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Alexandru POPA	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Tudor MITROIU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Florin Ionel MOISE	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Alina AILENEI	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Catalin GULEȘ STANCIU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Roxana GRUBER	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Mădălina VĂRDARU	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding the integrity inspection files	Lucia Eliza GULIMAN	Integrity Inspector, Integrity Inspection
Interview to clear up some aspects regarding ethics consultancy	Mihaela PETRE	Ethics Consultant, Human Resources Department

APPENDIX 2 List of procedures analysed

Operating procedure
PO 01/II – Activity of checking the declarations of assets and conflict of interest received from ANI Registry
PO 02/II – Apply contravention sanctions for: I. Not submitting DA/DI within the timeframe stipulated under the law; II. Not submitting amended DA/DI within the timeframe stipulated under the law; III. Not stating, in the declaration of assets, the amount of income obtained or not stating them with cross reference to other documents; IV. Not fulfilling legal obligations by the persons responsible with the implementation of provisions regarding the declarations of assets and conflict of interest; VI. Not applying disciplinary sanctions or not contesting suspension of public function, as appropriate, when the evaluation report remains final
PO 03/II – Activity of evaluation of declarations of assets, of data and information regarding existing assets, as well as of patrimonial changes appeared existing in the exercise of public functions or dignity
PO 04/II – Evaluation of compliance with legal provisions regarding conflict of interest in the exercise of public functions or dignity
PO 05/II – Checking compliance with legal provisions regarding incompatibility regime in the exercise of mandates or public functions or dignity
PO 06/II – How to fill in the declarations of assets and interests
PO 07/II – Redistribution of the works assigned to the integrity inspectors, in conformity with article 9 paragraph 2 of Law no 176/01.09.2010
PO 08/II – Execution of extrajudicial expertise I. Execution of extrajudicial expertise with the agreement of the person whose assets are subject to evaluation; II. Execution of extrajudicial expertise in case the person whose assets are subject to evaluation does not agree with the execution of the expertise
PO 09/II – Taking action in ascertain absolute nullity of legal or administrative acts concluded infringing legal obligations regarding conflict of interest by the person subject to evaluation
PO 10/II – The documents flow between Integrity Inspection and Legal, Control and Public Relations Directorate
PO 11/II – Random distribution of causes in conformity with article 9 paragraph 1 of Law no 176/2010
PO 12/II – Collecting and centralizing the Declarations of assets and Interests
PO 13/II – Settlement of claims
Human Resources Department
PO 01/SRU – Evaluation of public servants individual professional performance
PO 02/SRU – Appointment in a vacant public position
PO 03/SRU – Completion of the registry of contractual employees
PO 04/SRU – Organization of the contest or examination for occupying the position of integrity inspector

APPENDIX 2 List of procedures analysed (continued)

Operating procedure
Human Resources Department
PO 05/SRU – Organization of the contest for occupying a contractual position within ANI
PO 06/SRU – Confirmation on the job of entry-level employee
PO 07/SRU – Scheduling and attribution of vacations for ANI personnel
PO 08/SRU – Delegation of work tasks within ANI
PO 09/SRU – Drafting, approval and submission of collective timesheets
PO 10/SRU – Communication of ANI Internal Regulation to employees
PO 11/SRU – Promotion of public servants
PO 12/SRU – Drafting the Annual Plan of Professional Training and of the plan of measures for professional development of ANI personnel
PO 13/SRU – Registering and recording of medical certificates within ANI
PO 14/SRU – Drafting and approval of ANI functions list
PO 15/SRU – Drafting and maintenance of public servant professional file
PO 16/SRU – Fulfilling the legal obligations regarding declarations of assets and conflict of interest by ANI personnel
PO 17/SRU – Drafting and updating job descriptions
PO 18/SRU – Approval of overtime for ANI personnel
PO 19/SRU – Termination of workplace relations
PO 20/SRU – Evaluation of contractual personnel's professional performances
PO 21/SRU – Plan for occupancy of public functions
PO 22/SRU – Monitoring compliance with conduct norms of public servants within ANI
PO 23/SRU – Granting salaries to ANI personnel
PO 24/SRU – Organizing and conducting the contest/exam for recruiting public operating positions within ANI
PO 25/SRU – Redistribution of public servants, organizing and conducting professional testing within ANI
PO 26/SRU – Preparation, update and submission of public servants evidence register
PO 27/SRU – Preparation, approval and submission of quarterly reports on professional development of public servants within ANI and of the yearly report on Agency's personnel professional development
PO 28/SRU – Preparation and modification of ANI's ROF
PO 29/SRU – Organizing and conducting the contest / exam for recruiting/promotion for public management functions within ANI
PO 30/SRU – Preparation and management of personnel file

APPENDIX 2 List of procedures analyzed (continued)

Operating procedure
Labor Protection Department
PO 01/CPM – General training
PO 02/CPM – On the job training
PO 03/CPM – Periodical training
PO 04/CPM – Induction training
PO 05/CPM – Collective training
PO 06/CPM – Research, registration, declaration and record-keeping of labour accidents and professional illnesses
PO 07/CPM – Preparing the prevention and protection plan
PO 08/CPM – Risk assessment
PO 09/CPM – Preparing the list of employees' protection equipment
PO 10/CPM – Preparing the occupation health and safety instructions
Administrative Department
PO 01/SA – Management of the mileage sheet
PO 02/SA – Testing vehicle technical and exploitation state before leaving on a course
PO 03/SA – Organizing, planning and performing the vehicles technical maintenance services
PO 04/SA – Ensuring the daily cleaning of ANI headquarters and additional buildings
PO 05/SA – Ensuring the daily cleaning of ANI headquarters and additional buildings through selective waste collection
PO 06/SA – Preparation of goods receiving note
PO 07/SA – Preparation of supply/ material record
PO 08/SA – Preparation of supply/ material consumption form
President's/ Vice president's office
PO 01/CP – Flow of authorisation and approval documents
PO 02/CP – Issuing orders
PO 03/CP – Recording and archiving documents
PO 04/CP – Communication of orders
PO 05/CP – Making appointments to the president
PO 06/CP – Keeping records of the working hours

APPENDIX 2 List of procedures analysed (continued)

Operating procedure
<i>Internal Public Audit Department</i>
PO 01/CAPI – Internal public audit annual plan
PO 02/CAPI – Preparation of the Annual report of Internal Public Audit activity
PO 03/CAPI – Human resources management within CAPI
PO 04/CAPI – Performance of internal public audit missions based on the Internal public audit annual plan
PO 05/CAPI – Prepare internal public audit missions
PO 05.1/CAPI – Order of work preparation and circulation
PO 05.2/CAPI – Auditor's independence statement
PO 05.3/CAPI – Notification of audited structure on the start of audit mission
PO 05.4/CAPI – Opening/Kick-off meeting for audit missions
PO 06.1/CAPI – Conducting of the "intervention of auditors on site" stage
PO 06.2/CAPI – Preparation and circulation of Opening meeting minute
PO 07/CAPI – Audit mission report preparation
PO 08/CAPI – Follow up on the implementation of recommendations from previous missions reports
PO 09/CAPI – Supervision of audit missions
PO 10/CAPI – Personnel evaluation
PO 11/CAPI – Quarterly reporting to UCASMFC on implementation and development of managerial control systems
PO 12/CAPI – Internal auditors national attestation process
PO 13/CAPI – Performing consulting missions
PO 14/CAPI – Preparation and update of "Applicable legislation on auditable domains" Registry
PO 15/CAPI – Designing and monitoring the Program for providing and improving the quality of the internal public audit
PO 16/CAPI – Designing and revising the Methodological rules on the exercise of the internal public audit at ANI
PO 17/CAPI – Conduct of the ad-hoc mission

APPENDIX 2 List of procedures analyzed (continued)

Operating procedure
<i>Joint Commission for monitoring the development of the managerial control system at ANI</i>
PS1/CC/SCM – Risk management
PS2/CC/SCM – Functioning of the Committee for monitoring, coordination and methodological guidance in development of ANI Managerial Control System
PS03/CC/SCM – Preparation of Operating procedures specific to the activities performed within ANI
PO 04/CC/SCM – Preparation of Scorecard – basis of discussions scheduled at the Cabinet of the President and Vice-President
<i>Legal, Public Relations and Communication General Directorate</i>
PO 01/DGJRPC – Drafting the documents and ANI representation before courts
PO 02/DGJRPC – Procedure regarding the approval of ANI contracts
PO 03/DGJRPC – Procedure regarding the approval of ANI internal documents
PO 04/DGJRPC – Procedure ways and conditions to keep, record and archive DJCRP documents (started/prepared by)
PO 05/DGJRPC – Monitoring, analysis and dissemination of subject matter jurisprudence, specific to ANI activity
<i>Communication, Public Relations and Strategy Directorate</i>
PO 01/DCRPS – Drafting the answers to the requests
PO 02/DCRPS – Drafting media materials
PO 03/DCRPS – Performance of media monitoring activities
PO 04/DCRPS – Organization of protocol events
PO 05/DCRPS – Organization of domestic and international travels
PO 06/DCRPS – Follow-up on the fulfillment of Condition 2
PO 07/DCRPS – Drafting ANI communication strategy
<i>Economic Directorate</i>
PO 01/DE – Activity of preventive financial control
PO 01/ANI – Inventory of assets and liabilities
PO 01/S/DE – Receipt and allocation of correspondence in DE
PO 01/F/DE – Justification and approval of Annual Public Investments Program
PO 01/C/DE – Accounting records of fixed assets and depreciation
PO 02/F/DE – Justification of monthly credit needs in order to request the opening of budgetary credits
PO 03/F/DE – Processing the credit transfers within approved expenses budget

APPENDIX 2 List of procedures analyzed (continued)

Operating procedure
<i>Economic Directorate</i>
PO 04/C/DE – Accounting records of material collaterals constituted under the law
PO 04/F/DE – Start of investments financing approved through the expenses budget of the Agency
PO 05/F/DE – Activity of preparation and justification of the budgeted expenses of the Agency
PO 06/C/DE – Accounting records of salary expenses on the budgetary classification structure
PO 06.1/F/DE – Activity of expenses commitment
PO 06.2/F/DE – Activity of expenses clearance
PO 06.3/F /DE – Activity of expenses authorization
PO 06.4/F/DE – Activity of expenses payment
PO 06.5/F/DE – Organization, recording and reporting of budgetary appropriations, legal appropriations, approved commitment appropriations and employed commitment appropriations
PO 07/C/DE – Accounting records of bank payments of the expenses for goods and services and capital expenditure related to the budgetary exercise, on the budgetary classification structure
PO 7.1/F/DE – Preparing the payroll for the salaries and other personnel benefits
PO 08/F/DE – Monitoring and storage of Contract original copy and follow up on the development of the contract terms
PO 08.1/C/DE – Keeping the record of the expenses related to international travel, on the budgetary classification structure
PO 08.2/C/DE – Keeping the record of the documents related to the cash collections and payments in “lei”
PO 09.1/F/DE – Performing the Cash operation in “lei”
PO 09.2/F/DE – Performing the Cash operations in foreign currency
PO 10/C/DE – The monthly, quarterly and annually activity of editing the general ledger, account details and synthetically and analytical balance sheet, using SAP system
PO 10.1/F/DE – Filling in and verification of the “lei” Cash Registry
PO 10.2/F/DE – Filling in and verification of the foreign currency Cash Registry
PO 11/F/DE – Preparing the payment orders for the payments performed from the expenses and availabilities accounts, opened by the Agency at the State Treasury, based upon the payment authorizations approved by the credit release authority
PO 11.1/C/DE – Trade management software record of consumable inventories
PO 11.2/C/DE – Tangible and intangible assets in CIEL non-current assets
PO 11.3/C/DE – Inventory recording in CIEL non-current assets
PO 11.4/C/DE – Preparing the inventory numbers registry
PO 11.5/C/DE – Decommissioning and discarding of the fixed assets and inventory items in use

Operating procedure
<i>Economic Directorate</i>
PO 12/C/DE – Preparing, signing, submitting, composition, and instructions on filling in ANI quarterly and annual financial statements
PO 12/F/DE – Preparing the payment sheets and submitting them to the State Treasury
PO 13/F/DE – Obtaining the account statements from the State Treasury and Credit Europe Bank
PO 14/C/DE – Agency patrimony annual inventory organization, valuation of inventory results and recording them in the annual financial statements
PO 15/C/DE – Preparing the Inventory Registry
PO 16.1/F/DE – Preparing the Situation regarding monitoring of personnel expenses in the month ... year ...
PO 16.2/F/DE – Quarterly monitoring of the personnel expenses
PO 16.3/F/DE – Preparation and submission of the Declaration regarding the payment obligations to the state budget, code 14.13.01.99/bs and D100
PO 16.5/F/DE – Preparation and submission to the Treasury of the Planned Payments Status for the decade ... month ... / year ...
PO 16.10/F/DE - Preparation and submission of the Statement on payment obligations of the social contributions, income tax and individual evidence of insured persons ⁵
PO 17/F/DE – Checking the domestic and international travel expenses
PO 18/F/DE – Archiving and storage of financial – accounting registries and documents
<i>Investment and Public Procurement Department</i>
PO 01/CIAP – Procurement through the “request for offer” procedure of goods / services / works
PO 02/CIAP – Monitoring the execution of a public acquisition contract in respect of the technical specifications
PO 03/CIAP – Procurement through direct acquisition of goods / services / works
PO 04/CIAP – Elaboration and update of the Public Acquisition Annual Program
PO 05/CIAP – Procurement through “open bidding” procedure of goods / services / works
PO 06/CIAP – Preparation of tender documentation within the public acquisition procedures
PO 07/CIAP – Administration of the public procurement contract
PO 08/CIAP – Monitoring the establishment and return of the good performance bond for public acquisition contracts
<i>General Registry</i>
PO 01/RG – Receiving, sorting, checking and distribution of mail from Romanian Post and Courier within ANI
PO 02/RG – Preparation and delivery of correspondence
PO 03/RG – Circulation of petitions at ANI level
PO 04/RG – Circulation and record of requested correspondence during Integrity Inspection evaluations
PO 05/RG – Processing Declarations of assets and interests

Operating procedure
<i>Information Technology</i>
PO 01 Risk management
PO 02 Incidents management
PO 03 IT resources management
PO 04 Management of changes
PO 07 IT&C operations
PO 10 Business Continuity Plan
PO 18 Compliance
POL 01 IT Security Management System Policy
POL 02 Policy on integrating IT security continuity in the business continuity management
POL 03 Logical control access policy
POL 04 IT&C Security Policy
POL 06 Physical Security Policy
POL 07 Third party security policy

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
1.1. Activity effectiveness (reducing the timing / costs for investigating cases) through the use of IT	1.1.3. Analysis of risk factors and vulnerable sectors	2011 – 2014	<ul style="list-style-type: none"> ➤ Identified risk factors; ➤ Identified vulnerable sectors; ➤ Risk analysis integrated in SIMIDAI. 	<p>Partially implemented</p> <p>At the end of December 2014, the risk factors were not identified in an official manner, and the risk analysis was not integrated in SIMIDAI.</p> <p>According to practice and based on the analyses conducted, we identified 3 vulnerable sectors as follows:</p> <ul style="list-style-type: none"> ➤ In 2014, the National Integrity Agency established that 34 former or current hospital managers, chiefs of departments and former or current managers from more counties across the country breached the legal regime of incompatibilities and conflict of interest from an administrative and criminal stand point, for which more than 43 evaluation reports were concluded. ➤ ANI established that 114 local elected officials were in a state of incompatibility for filling both the position of mayor or deputy mayor, and that of representative of the administrative – territorial unit within the General Assembly of Shareholders of local business companies, contrary to the legal provisions regulating the legal regime of incompatibilities. ➤ Between September 2011 and February 2012, ANI conducted investigations at public local authorities (89 entities), for the purpose of identifying any conflict of interest among the local elected officials. Further to such analysis, on June 15, 2012, the Agency released an official communication stating that it had finalised the evaluation procedures for 190 county and local counsellors, with a view to verifying the compliance with the legal regime of conflict of interest and incompatibilities in the 2008 – 2012 mandate. The

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
				verification concluded that 78 local and county counsellors had breached the legal regime of conflict of interest in administrative/criminal matters and incompatibilities.

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
1.1. Activity effectiveness (reducing the timing / costs for investigating cases) through the use of IT	1.1.4. Insuring continuity 2013 – 2014 regarding the publishing of declarations of assets and interests by resuming the bid procedure for SIMIDAI	2013 – 2014	<ul style="list-style-type: none"> ➤ Resumed auction procedure; ➤ Assigned contract. 	<p>Implemented</p> <p>In 2014 the Agency concluded a frame contract for a term of 4 years with the following objectives:</p> <ul style="list-style-type: none"> a) Provide physical and electronic archiving, the related transport services included; b) Develop the IT integrated system of declarations of assets and interests c) Administration and maintenance services, both hardware and software for the entire IT system d) Hosting of the Agency's website and the portal that contains the anonymous declarations of assets
	1.1.5. Identification of institutions outside Romania that can provide data and information regarding evaluation activity	January 2013	<ul style="list-style-type: none"> ➤ Institutions identified ➤ Contacts established 	<p>Implemented</p> <p>During the implementation period, in particular in the second part of 2014, the Agency identified entities which were requested data and information relevant for the evaluation conducted by the integrity inspector, depending on the characteristics of the investigated cases: the European Parliament, ANAF that intermediates the gathering of information from foreign institutions on foreign bank accounts, income, tangible and intangible assets.</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
1.3. Continuous professional development of integrity inspectors and DJCRPC personnel, departments that are directly or indirectly involved in the evaluation or monitoring of cases investigated by ANI	1.3.1. Training of ANI personnel for the usage of new technologies corresponding to the project <i>"Efficient public services by simplifying the procedure for filling in, archiving and analysis of documents within ANI and the facilitation of electronic access to public interest information"</i>	2011 – 2014	<ul style="list-style-type: none"> ➤ One course for professional development / official certification for data and information analysis / five integrity inspectors trained; ➤ Two study visits; ➤ Five training sessions – familiarization with "work-flow" processes / ten persons trained. 	<p>Implemented</p> <p>A single study visit out of the 2 visits planned was conducted.</p> <p>Given the implementation of the new IT technologies assumed under the Project "Efficient public services by simplifying the procedure for filling in, archiving and analysis of documents within ANI and the facilitation of electronic access to public interest information", SMIS code: 34972, several training sessions were held for the following categories of personnel:</p> <ul style="list-style-type: none"> ➤ IT application administrators; ➤ application users. <p>In April 2012, one study visit was conducted in Great Britain, to document good practices regarding the implementation methods of the project objectives. Also, the Agency established a preliminary contact with the National Policing Improvement Agency (NPIA), in order to organise the vocational training program for 5 inspectors.</p> <p>Between September 9 and 13, 2013, 5 integrity inspectors attended a training organised by the College of Policing and Serious Organised Crime Agency – S.O.C.A., on "Financial Investigation Training & Operative Data Analysis Course". This course analysed case studies, IT techniques and data analysis, financial investigation techniques, crimes against the interest of the European Union, etc. At the end of the training period, participants were given certificates of financial investigators, diplomas issued by the SOCA and the College of Policing.</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
1.3. Continuous professional development of integrity inspectors and DJCRPC personnel, departments that are directly or indirectly involved in the evaluation or monitoring of cases investigated by ANI	1.3.3. Training of integrity inspectors on “train the trainers”, to allow them to teach and instruct new employees, to maintain the exchange of experience and best practices at international level, etc.	Permanent	<ul style="list-style-type: none"> ➤ 5 inspectors trained on the program “<i>train the trainers</i>”; ➤ New staff trained on IT and procedures 	<p>Partially implemented</p> <p>In 2014, the integrity inspectors did not attend any trainings.</p> <p>In May 2013, an expert of the National Integrity Agency attended a seminar dedicated to training trainers in the recovery of the crime object. The seminar is part of the joint vocational training program launched by the National Office for the Prevention of Crimes and Cooperation for the Recovery of Criminal Assets and STAR Initiative (Stolen Asset Recovery Initiative), developed by the World Bank and the United Nations Office on Drugs and Crime (UNDOC).</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
1.4. Monitoring the progress of causes redirected by the Agency to the competent institutions / authorities	1.4.1. Monitoring the progress and finalization of causes redirected by the Agency to the competent institutions / authorities by using the reporting module – end to end process within SIMIDAI	Weekly	<ul style="list-style-type: none"> ➤ Statistics performed; ➤ Daily updated SIMIDAI reporting matrix. 	<p>Implemented</p> <p>From January 2014, the reporting matrix has been completed and updated on a daily basis by the integrity inspectors (with data on the works solved and closed) and by the General Legal Directorate, if the Evaluation Report was challenged in court.</p>
	1.4.3. Data and statistic reports analysis obtained following monitoring and identifying legal issues regarding the application of relevant laws	Quarterly	<ul style="list-style-type: none"> ➤ Completed analysis reports 	<p>Partially implemented</p> <p>Regarding the legal matters related to the enforcement of applicable laws, the General Legal Directorate is preparing a collection on the practice of the courts of law, which will be completed when all the relevant rulings for the activity of the National Integrity Agency will be issued and drawn up.</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
1.5. Efficient planning of Agency resources, to boost the operational activities	1.5.1 Priority planning of evaluation activity after identifying vulnerable areas	Permanent	<ul style="list-style-type: none"> ➤ Evaluation reports ➤ Analysis of risk areas 	<p>Implemented</p> <p>The evaluation identified more vulnerable areas where people with similar positions committed the same integrity actions:</p> <p>In 2014, the National Integrity Agency established that 34 former or current hospital managers, chiefs of departments and former or current managers from more counties across the country breached the legal regime of incompatibilities and conflict of interest from an administrative and criminal stand point, for which more than 43 evaluation reports.</p> <p>By the end of June 2014, ANI established that 114 local elected officials were in a state of incompatibility for filling both the position of mayor or deputy mayor, and that of representative of the administrative – territorial unit within the General Meeting of Shareholders of local business companies, contrary to the legal provisions regulating the legal regime of incompatibilities.</p> <p>Between September 2011 and February 2012, ANI conducted investigations at public local authorities (89 entities), for the purpose of identifying any conflict of interest among the local elected officials.</p> <p>Further to such analysis, on June 15, 2012, the Agency released an official communication stating that it had finalised the evaluation procedures for 190 county and local counsellors, with a view to verifying the compliance with the legal regime of conflict of interest and incompatibilities in the 2008 – 2012 mandate. The verification concluded that 78</p>

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
				<p>local and county counsellors had breached the legal regime of conflict of interest in administrative/criminal matters and incompatibilities</p> <p>Implementation of the project "Joint Task Mechanism on Mapping Risk Areas in Conflict of Interest in Romania". It will use a new approach in fighting corruption, setting as main goal the prevention and early identification of risk areas in the field of conflict of interest, mapping the most vulnerable areas such as public procurements.</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
1.6. Development of a positive organizational culture and stimulating employees' pro-active attitude	1.6.1. Updating the Internal and external communication strategy of the National Integrity Agency	September 2012	<ul style="list-style-type: none"> ➤ analysis of the communication needs ➤ identified measures of improving internal communication ➤ revised strategy 	<p>Partially implemented</p> <p>ANI considers the design of a complex internal and external communication strategy, whose main objective will be to increase the level of citizens' trust in the Agency's activity.</p> <p>According to the information offered by ANI's management, discussions are taking place to conduct a sociological research to identify the public's areas of interest with the aim of including them in the future communication strategy.</p> <p>Until present, the Communication, Public Relations and Strategy Directorate has had talks with the ANI personnel to identify the internal communication needs.</p>
	1.6.2. Preparation of Human Resources Management Strategy 2013 – 2016	March 2013	<ul style="list-style-type: none"> ➤ Measures for insuring identified effective human resources management ➤ Preparation of strategy 	<p>Partially implemented</p> <p>In the period under review, the Human Resources Department has prepared the Public Servants' Professional Improvement Plan, namely quarterly reports on the implementation stage of the planned measures regarding the vocational training of the Agency's personnel. At the end of 2014, the Strategy of the human resources management was being prepared.</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
2.1. Improvement of the public interest information communication	2.1.5. Upgrading the internet page of the Agency graphically and in terms of content	June 2012	<ul style="list-style-type: none"> ➤ Translation of important parts of the website; ➤ Improved interface; ➤ Enhanced visibility of the Portal of the Declarations of assets and interests 	<p>Implemented</p> <p>The new Internet page is operational since May 2014, in beta form, because the portal of the declarations of assets and interests is not fully integrated in the website, and the historical data have not been transferred. This is due to 2 constraints on accepting to use the declarations of assets in electronic form and on transferring the portal on a new platform (the portal runs on the old IT platform, only the interface has been changed).</p> <p>Through the website, the public has more rapid access to public documents and information</p> <p>Also, the new newsletter module along with the 'social-media' sections open new communication channels, increasing the level of transparency and contact possibilities.</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
2.2. Improving the understanding of mechanisms used in the correct submission of declarations of assets and interests	2.2.2. Creating video tutorials for filling in declarations of assets and interests	January 2012	➤ Video tutorials published on ANI web-site	Implemented The public portal of the declarations of assets and interests includes the power point guide, and the video tutorials are accessible on YouTube.
2.4. Consolidating the standards of integrity and ethics of the Romanian public function, in accordance to the levels established by European Union member states	2.4.1. Implementing the project “Developing an integrated and unified integrity system in public function”	24 months since the project's approval	<ul style="list-style-type: none"> ➤ 1,080 civil servants with improved standards of expertise and knowledge; ➤ 1,200 civil servants trained in the program for ethical training/qualification certificates; ➤ 20 civil servants instructed in the train the trainers domain: <ul style="list-style-type: none"> ○ Defined integrity systems; ○ Information system for monitoring the activity of ethics consultants; ○ Study visit; ○ Awareness campaign “BE ETHICAL, BE HONEST!” ○ TV commercial. 	Not implemented The project “Developing an integrated and unified integrity system in public function” was approved by the Managing Authority – Operational Program Development of Administrative Capacity. However, the funding sources required for implementation are not available until present. Based on the information offered by the management, this objective will be integrated in the subsequent version of ANI's strategic document.

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
2.5. Cooperation with magistrates from the investigation of assets Commissions from the Courts of Appeal in regards to instrumenting cases submitted by the Agency	2.5.3. Preparing, in collaboration with CSM, of orientation guidelines regarding instrumentation procedures for cases of confiscation of assets, for magistrates and prosecutors of the Investigation of Wealth Commissions from the Appeal Courts	December 2011	➤ Guidelines prepared and disseminated for magistrates and prosecutors	<p>Not implemented</p> <p>These guides have not been prepared yet as, to have a comprehensive view, the High Court of Cassation and Justice must interpret certain pending cases, which were not settled in a unitary manner by the courts of law that ruled on the merits. The object of the files is seizure after ANI found unjustified differences between the assets amassed and the revenues obtained.</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
2.6. Prevention and identification of situations which determine a conflict of interest in public procurement within projects financed from European funds by implementing PREVENT Project	2.6.4. Implementation of PREVENT System (Integrated IT system to prevent public procurement conflict of interest)	2 nd Semester – 2014	<ul style="list-style-type: none"> ➤ Approved financing request ➤ Implemented IT modules 	<p>Partially implemented</p> <p>Given that the deadline for the implementation of the PREVENT Project is June 2015, such measure will be put in practice in ANI's next strategic document.</p> <p>To make the IT system operational, hereinafter referred to as the PREVENT system, the National Integrity Agency has accessed European structural funds under the funding program Sectoral Operational Program Increase of Economic Competitiveness (SOP IEC) 2007 – 2013, Axis III "Information Technology and Communication for the Private and Public Sectors".</p> <p>On December 4, 2013, the Agency signed the funding contract in amount of lei 31,025,648.50 (approx. Eur 7,000,000). The system will be implemented throughout a period of 16 months.</p> <p>The Agency contracted specialised technical assistance services to draft the documentation related to the public procurement, and published in SEAP the conditions for participating in the tender for implementing the "PREVENT – Integrated IT system to prevent public procurement conflict of interest" System.</p> <p>The procedure to open the public procurement tenders was initiated on March 5, 2014. In June 2014, the services contract for the implementation of Prevent was awarded. At the end of 2014, according to the project calendar, but also based on talks with the personnel in charge at the end of 2014, the project was in the phase of defining the</p>

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
				functional specification of the application (Business Blueprint). This project is under implementation, the estimated completion date is June 2015.

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
3.1. The development and consolidation of partnerships with public institutions and nongovernmental organizations at national and international level, with the purpose of professional training of operational personnel	3.1.7. Active involvement of the Agency in STAR program – developed by World Bank and the United Nations Office on Drugs and Crime (UNDOC)	Permanent	<ul style="list-style-type: none"> ➤ Functional database ➤ Joint trainings ➤ Technical assistance ➤ Exchange of best practices 	<p>Implemented</p> <p>In 2014, the ANI representatives attended a series of events aiming at improving performances and encouraging exchanges of good practices, as follows:</p> <ul style="list-style-type: none"> ➤ Working meeting on “Intergovernmental Working Group on Asset Recovery” where a presentation was defended on the Romanian system of declarations of assets and interests and ANI’s experience in investigating and preventing conflict of interest and incompatibilities. ➤ “The last reunion of the project carried out in the period 2012 – 2013, dedicated to training trainers in the recovery of criminal assets”. ➤ The regional event on “Promoting transparency, accountability and participation (TAP)” ➤ Two workshops organised in Cairo. <p>The topic of the first workshop was “Towards Effective Institutional and Legal Framework for Fighting Corruption”. It was organised under the Project “Measures of fighting corruption and money laundering and improving asset recovery in Egypt”. The second event was held on “Asset Declarations for Public Officials - Challenges and Lessons Learnt”.</p>

APPENDIX 3 Implementation stage of the measures of the ANI Strategy for combating and preventing the accumulation of unjustified assets, conflict of interest and incompatibility (continued)

Objective	Measure	Deadline	ANI Evaluation indicators	Deloitte Evaluation as at 31.12.2014
3.3. Increasing the Agency's operational capacity through collaboration with the civil society	3.3.2. Carrying out research studies, in partnership with the civil society, on the causes that generate conflict of interest or states of incompatibility, erroneous completion of declarations of assets and interests etc.	June 2012	➤ Conduct of research study	<p>Not implemented</p> <p>The research studies have been conducted.</p> <p>The National Integrity Agency (lead partner), in collaboration with the Institute for Public Policies (applicant), the Assistance Center for Non-governmental organisations (CENTRAS), the Basel Institute on Governance (Swiss partner) and the Associations of the Secretaries at city and county level has initiated the project "Joint Task Mechanism on Mapping Risk Areas in Conflict of Interest in Romania". The project has been submitted and is under evaluation.</p> <p>The project aims at adopting a new approach in fighting corruption, setting as main goal the prevention and early identification of risk areas in the field of conflict of interest, mapping the most vulnerable areas such as public procurements.</p>

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