



## event \_\_\_\_\_

### "Europe - Back on Track"



Photo source: CEPS Ideas Lab 2018.

Between 22 and 23 February 2018, the Centre for European Policy Studies (CEPS) organised, in Brussels, the 5<sup>th</sup> edition of the *CEPS Ideas Lab* debate forum, with the general theme of "Europe - Back on Track". On this occasion, the European Institute of Romania (EIR) was represented by EIR Director General Gabriela Drăgan and two experts from the Studies and Analyses Unit, Mihai Sebe and Bogdan Mureşan. With over 100 speakers, 2 plenaries, over 55 theme panel sessions, and more than 800 participants from around the world, CEPS Ideas Lab focused in 2018 on the continuation of the reconstruction of the European Union, which was the main theme for last year's edition ... [p. 2](#)

## event \_\_\_\_\_

### The European Institute of Romania has released four new Strategy and Policy Studies

On 28 February 2018, the European Institute of Romania (EIR) organised, in partnership with the Ministry of Foreign Affairs, the launching event of the Strategy and Policy Studies SPOS 2017. The event was hosted by the Romanian Academy Library... [p. 3](#)



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Photo source: CEPS Ideas Lab 2018.

Benefiting from a keynote speech by the President of the European Commission, **Jean-Claude Juncker**, and a thorough analysis on democratic development by the Bulgarian political scientist **Ivan Krastev** to cap the conference, the two-day event brought together various national and European personalities related to EU Affairs (universities, think-tanks, national and European institutions, private companies, NGOs, trade unions, etc.).

The event was designed to be an *ideas lab*, gathering various simultaneous sessions on specific themes: digital economy, regulation and innovation, energy, trade, finance, economy, social Europe, rights & security, institutions, Europe in the world, Britain & Europe, EU public finances, agriculture and food. *The parallel sessions which followed the official opening plenary took place under the Chatham House rules.*

Despite the concentric crises and turbulent times that tested its resilience in recent years, **the**

**European Union remains an idea of synthesis, a community of values which responds to a common, global and coherent conception and aspiration towards the progressive integration of states and peoples.** The shockwave produced by *Brexit* did not entail a domino effect and, counteractively, may in fact end up bringing further together the remaining 27 Member States, as an external federator, according to remarks made in the opening session of the conference, moderated by former EU Commissioner and CEPS President **Joaquin Almunia**. Nevertheless, an issue that demands a proactive approach from the EU is represented by the fact that *only 50% of Europeans perceive globalization as an opportunity (the rest think of it as a threat).*

Against this background, the keynote speech of the opening session was delivered by the European Commission President, **Jean-Claude Juncker**, who presented the main recent developments inside the Union and made an outline of next year's perspectives, the last of the second Juncker Commission. The corollary of his message was that **Europe is indeed back on track and it is open for business**, at a time when the United States of America, Europe's most important security and trading partner, seems to reject some of the basic principles of international free trade by favouring a more protectionist stance. Among other issues, the EC President highlighted the fact that 80% of the promises made by his Commission at the start of its mandate have been fulfilled, bearing in mind that 2019 will see the next round of elections for the European Parliament.

The threat of terrorism, both under its traditional form and its virtual - more recent - form against the European Union's Member States and citizens featured high among the topics debated during the theme panels. As such, one discussion centred on the idea that, **currently, fighting against terrorism is a major priority for EU Member States and for the Union's international partners.** *The fundamental dilemma remains that of balancing the practical utility of interoperability in preventing terrorist attacks and its compatibility with the fundamental rights of EU citizens.*

As regards the process of European integration, **the variable geometry has always been embedded in the European Union's metabolism, while the differentiated integration, which is not something to be feared, will remain inevitable in the future evolution of the post-Brexit European project.** Or, at least, this was the conclusion shared by some reputed EU Affairs experts discussing the theories of integration in another theme panel. At the moment, the EU is being kept united by a risky neighbourhood and by a vision of common *leadership*, transposed in the EU Global Strategy of 2016. The integrated differentiation is good for those willing and able to cooperate closer in certain areas, as long as the option for later joining remains open for the rest of the Member States. An interesting point was made regarding the euro zone: in the case of the monetary union without a fiscal union, too much integration proved to be uninspired and detrimental in the long run; as such, a deregulation and a flexibilization of the single currency space would be welcomed.

The Western Balkans and democratization/democratic transition were other highly debated topics. **Alongside the countries in the Eastern Partnership, the Western Balkans are an integral part of the European strategic neighbourhood, and one of the priorities of Bulgaria's presidency of the Council of the European Union in the first semester of 2018 is to offer a renewed European perspective for the region's states.** In the context of a resurgent geopolitical competition between the EU and the Russian Federation in the region, the European integration of the Western Balkans has gained a new momentum. Even though they are sometimes perceived as such in the European political discourse, the Western Balkan countries are not a "black hole" or a "powder keg", while having them consistently portrayed in this manner fuels populist and Eurosceptic sentiments in those countries.

In the closing academic lecture, political scientist **Ivan Krastev** acknowledged that **the paradox of 2017 was that, despite the fact that the European Union failed to solve any of the crises that were tearing it apart in 2016 - the euro zone crisis, Brexit, the conflict in Ukraine, the refugee crisis -, the interplay between these difficult situations resulted in conditions that helped boost the self-confidence of the European project.** But, given the fact that democratic legitimacy cannot endure without the constituents' trust, there is still food for thought for the European establishment in view of next year's EP elections.

We would like to remind our readers that the European Institute of Romania is currently part of an Erasmus+ Jean Monnet project, as part of a consortium coordinated by CEPS Brussels, within the EPIN Network. The project, named *Towards a Citizens' Union (2CU)*, has received the Commission's green light and funding in July 2017 and will be implemented for the next three years, bringing together 20 think-tanks from 18 European countries. At the moment, EIR's internal research team is conducting the work for the first analytical product on the theme of participatory democracy in Romania.

**Bogdan Mureşan**  
Studies and Analyses Unit

## The European Institute of Romania has released four new Strategy and Policy Studies



On 28 February 2018, the European Institute of Romania (EIR) organised, in partnership with the Ministry of Foreign Affairs, the launching event of the Strategy and Policy Studies SPOS 2017. The event was hosted by the Romanian Academy Library.

The four research themes advanced in the project SPOS 2017 (coordinated by EIR) were as follows: 1) *The impact of Romania's accession to the European Union on the Romanian economy. Sectorial analysis (industry, agriculture, services, etc.);* 2) *Romania as democratic transition expertise supplier for the Eastern Partnership and Western Balkan countries;* 3) *Romania and the EU Digital Single Market;* 4) *Current challenges in the field of cyber-security and Romania's contribution to this field.*

The speeches addressed in the opening of the event belonged to Mr. **Victor Negrescu**, Minister Delegate for European Affairs, Ministry of Foreign Affairs, Mrs. **Gabriela Creţu**, Chairman of the European Affairs Committee - Romanian Senate, Mr. **Titus Corlăţean**, Chairman of the Special Commission for coordination of parliamentary activities related to the preparation of the Romanian

Presidency to the Council of the European Union in the first half of the 2019, Mrs. **Gabriela Drăgan**, EIR Director General, as well as the coordinators and the authors of the studies.

The SPOS studies are deeply rooted in the EIR's core objectives and constitute a pragmatic and useful tool for drafting strategy and policy recommendations in order to improve Romania's capacity to fulfil the obligations derived from its status as EU Member State. In addition, the connection facilitated by EIR through the *working groups*, between the study authors and the representatives of the beneficiary institutions (ministries, agencies, parliamentary committees, etc.) constantly generates useful recommendations and references to appropriate data.

Within the conference, valuable ideas were presented, such as:

- The need to be slightly more salient in order to put on the decision-makers' table more possible solutions and practical recommendations that can be integrated into Romania's activity at European level, but also during the exercise of the Romanian Presidency of the Council of the European Union in the first half of 2019 (**Victor Negrescu**)
- The opportunity offered for disseminating the studies' results in Brussels too, with the support of Romania's Permanent Representation to the European Union (**Victor Negrescu**)
- The need for enhanced attention regarding a potential rise in Euroscepticism among Romanians, particularly among the young people, as well as the necessity to be bolder in addressing the research themes (**Gabriela Creţu**)
- The opportunity brought by the launch of EIR studies, the relevance and timeliness of the themes, in particular the one related to supplying expertise



in democratic transition for the Western Balkans, especially in the context of recent developments at European level, brings renewed European integration prospects for the former Yugoslavia states (**Titus Corlăţean**)

- The valuable collaboration between the team of authors of the study no. 2 and the Ministry of Foreign Affairs has led to the presentation of tools and best practices that Romania can promote and provide as expertise, to the precise assessment of the way in which Romania has transferred expertise, and the drafting of recommendations to enhance our national contribution in the Western Balkans area and within the framework of the Eastern Partnership. (PhD University Professor **Iordan-Gheorghe Bărbulescu**, Coordinator of study no. 2)
- Romania’s accession to the European Union has been a point of reference for the economy of our country, having set a direction and adopted working methods that have fostered the recovery of development gaps in relation to West European states. Although regional disparities continue to exist, the convergence of internal development should be more accentuated in phases of economic growth. The conclusions of the study no. 1 have highlighted the fact that EU membership was a roadmap to implement the necessary reforms, meaning we still need to devote efforts so Romania can improve its economic situation. (**Oana Popovici**, Researcher, Author within the study no. 1 team)
- As an outcome of the digital sector assessment in Romania, of identifying the elements that lead to digital convergence and its consolidation, the study no. 3 authors presented two possible scenarios concerning the participation of Romania in the digital single market - the analysis and

identification of short-term measures in the context of its involvement in a consolidated digital market, and another scenario where over-regulation would lead to a surplus of gaps in certain Member States, including Romania. Policy proposals focused on digital infrastructure, legal framework, electronic commerce, electronic payment solutions and access to finance for competence development. (**Viorel-Nicolae Gaftea**, Scientific Secretary of the Information Science and Technology Section, Romanian Academy, Coordinator of the study no. 3)

- In terms of cyber security, the study no. 4 authors have shown the threats in cyberspace, pointing out, among other things, that it is for the first time that attackers no longer prioritize IT systems in various industries, but rather choose to attack the users (private individuals). This validates the need for updating the legislation and increasing the importance given to the cyber security both in Romania and at European level. (PhD University Lecturer **Ioan-Cosmin Mihai**, Coordinator of the study no. 4)
- EIR studies focus on specific themes related to the European agenda and Romania’s membership in the European Union, and will include theme debates, in which the research results will be disseminated and discussed (**Gabriela Drăgan**)

The full event report of the conference can be accessed on the EIR website, Events Section: <http://www.ier.ro/en/events.html>, and the studies are available and can be downloaded for free from the Publications Section: <http://www.ier.ro/en/publications.html>.

**Oana Mocanu**  
Studies and Analyses Unit

## Reasons why young people choose to take part in European mobilities

Around 41% of the young Romanians who choose to participate in a European mobility follow this path for reasons related to professional aspects (in order to actually work or to look for a job). This conclusion has been drawn by the research project *MOVE - Mapping mobility - pathways, institutions and structural effects of youth mobility in Europe*<sup>1</sup>, coordinated by **Monica Roman**, a professor within the Bucharest Academy of Economic Studies (ASE). The final conference of the project implemented by ASE Bucharest took place on 23 February 2018, when research results and specific examples were presented from each partner-institution with respect to the distribution of mobility among young people.



<sup>1</sup> The project’s website is available at: <http://move-project.eu/>.

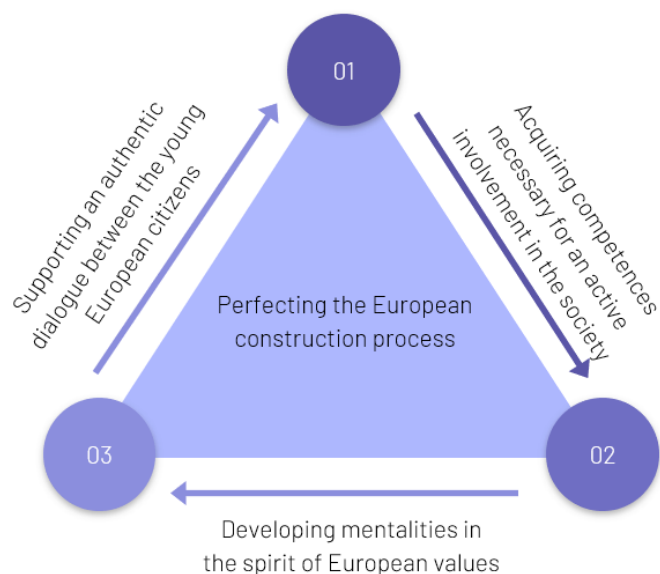
Comparative analysis of the MOVE project research results

Luxembourg	Romania	Hungary
<ul style="list-style-type: none"> <li>The main reason why young people from Luxembourg choose to pursue a mobility is related to their educational studies (-70%);</li> <li>Almost 40% of the respondents have stated that they do not encounter any difficulty when choosing to have a mobility;</li> <li>In Luxembourg, each student is required to spend at least a semester abroad (the main destinations being Germany, France, and Belgium);</li> <li>Regarding the Erasmus-type mobilities, two factors were identified that negatively impact on their decision to leave (institutional ones - not enough universities involved in the Erasmus programme, or individual ones - fear of having a long-distance relationship or living far from friends).</li> </ul>	<ul style="list-style-type: none"> <li>41% of the respondents have stated that the main reason for a European mobility is linked to a job, while 13.4% leave to another state on a university scholarship, and 7.5% take part in academic exchanges;</li> <li>Young Romanians appreciate European mobilities for volunteering, whereas those related to entrepreneurship are known to a lesser extent;</li> <li>Romania is among the countries that are losing human capital as a result of mobilities (for employment purposes);</li> <li>The main obstacles that stand in the way of the Romanian youth mobility are related to: not knowing the country's language, not enough information and funds, and poor institutional communication.</li> </ul>	<ul style="list-style-type: none"> <li>As far as Hungary is concerned, the emigration of the population has become noticeable since the end of 2000, long after the change in the political regime (as compared to other countries in the region);</li> <li>In Hungary, for the year 2017, 49 institutions of higher education, 5400 students, and 1200 teachers were involved in the Erasmus (academic) programme;</li> <li>In 2016, 4311 foreign exchange students came to Hungary, while 861 Hungarian students left for an academic mobility;</li> <li>The main obstacles to an educational mobility among young people in Hungary consist of inadequate financing, followed by issues related to the transfer of credits, and even the need to repeat an academic year under certain circumstances.</li> </ul>

The MOVE Project was based on a multi-level research, including case studies for six different types of mobility (higher education, voluntary activities, employment, vocational training, student exchanges, and entrepreneurship), and the institutions involved in it came from six European countries: Germany, Luxembourg, Norway, Romania, Spain, and Hungary. As a result, within the conference held on 23 February, data were presented on Romania, Luxembourg, and Hungary.

Also, on this occasion, there were invited representatives of the governmental institutions and the non-governmental area (*Gabriela Ciot* - Secretary of State, Ministry of Foreign Affairs, *Luciana Lăzărescu* - Centre for Research and Documentation on the Integration of Immigrants, *Eliza Vaş* - European Institute of Romania, *Ileana Racoviceanu* - National Agency for Community Programmes in the Fields of Education and Vocational Training - ANPCDEFP), who delivered speeches and presentations related to the mobility of young Europeans. The topics mentioned during the interventions focused on the following aspects:

- Promoting the interests of young people is an acknowledged objective of the Romanian Ministry of Foreign Affairs, proven by the fact that Romania supports the implementation of activities related to the European Solidarity Corps;
- Statistically, third-country nationals represent approximately 0.3% of the total population in Romania - one of the lowest numbers in the EU, along with Slovenia and Slovakia. The main reasons for foreigners residing in Romania are related to family reunification (43%), and education (studies) (23%);
- ANPCDEFP compiles a monthly newsletter<sup>2</sup>, which includes both information about mobilities taking place in Romania, and references to existing programs designed for young people, which enable participation in European mobilities.



<sup>2</sup> More information is available here: <http://www.erasmusplus.ro/media>.

As a conclusion, the event proved, once again, that the mobility of young Europeans is a process influenced by various factors and subject to several types of motivations. But beyond the statistical, economic, or social aspects, the main argument in favour of supporting European mobility should be that of building a stronger sense of belonging to the European Union. The European construction represents a manifesto that started with the help of the people who would later create the European institutions, it has evolved as a result of legislation, and it can be only perfected by encouraging the mobility of European citizens.

Eliza Vaş  
Studies and Analyses Unit

event

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## The European Institute of Romania was present at Model European Union Iaşi 2018

14 - 18 March 2018

Between 14 - 18 March 2018, the Law Students' Association from the "Alexandru Ioan Cuza" University from Iaşi (UAIC) has organised the 2<sup>nd</sup> edition of its unique simulation of EU decision-making and politics in Romania, **Model European Union Iaşi 2018**, in partnership with the Faculty of Law, UAIC, and under the high patronage of the European Commission Representation in Romania (RCE). Thus, over 60 participants, the majority of them BA and MA students in relevant academic fields, from eight European countries, had the opportunity to simulate the EU decision-making process by taking on the roles of MEPs and MS Ministers and interact with each other in a professional and friendly environment. This year they debated two real-life legislative proposals drafted by the European Commission: *a directive for contracts for the supply of digital content* and *a regulation on the establishment of the European Public Prosecutor's Office*.

In the first day of the event, as a representative of the European Institute of Romania, I made a presentation on the institutional architecture of the European Union, focusing on the political side, and elaborated a bit about the international role of the EU, having in mind the general lines set by the EU Global Strategy from 2016. Regardless of the topic touched upon during my presentation, whether it was *Brexit*, unemployment, education, security or migration, **the participants have left me with the impression of being united by a common transversal aspiration: more Europe and closer co-operation between Member States is the answer to our common challenges**, by bridging the gap between normative idealism and pragmatic functionalism.

On the other side, the youth, which are the main driving force behind the deepening of the European integration process, have highlighted through their positions as MEPs or national ministers some of the structural flaws of the European project, with the *lacking implementation of the European Pillar of Social Rights* featuring high among them. Also, the participants duly noticed the *perennial tension* between the European Commission (representing supranationalism), the Council of the European Union (the guardian of intergovernmentalism) and the European Parliament (aimed at reducing the so-



Photo source: Europe Direct Iaşi

called democratic deficit) in the process of elaborating European policies. During the four days of heated debates and tough negotiations, the participants had the chance to explore first hand and enhance their public speaking and networking abilities.

In the final day of the event, the closing conference entitled *Romania in the spotlight of the EU*, featured speeches from Romanian MEP Cătălin Ivan, Europe Direct Iaşi Coordinator Paul Matei, and the Vice-Dean of the Faculty of Law, UIAC, Ioana Maria Costea. I was honoured to join these distinguished speakers as an expert in European Affairs representing the European Institute of Romania. The following discussions featured topics such as: the implications of Romania's Presidency of the Council of the European Union in 2019, the next European elections, the consolidation of the dialogue between the civil society and the decision-makers, the euro zone and Schengen. The main takeaway was that **it is vital to understand the hopes and expectations of young people to further advance and improve the European project as a whole.**

Bogdan Mureşan  
Studies and Analyses Unit



## New project implemented by EIR: results and positive effects of EU's Cohesion Policy in Romania

Starting with April 2018, the European Institute of Romania, in partnership with HotNews.ro, will implement the project “*Informing and improving communication on EU Cohesion Policy in Romania*”. The project is implemented as response to the call launched by the Directorate-General for Regional and Urban Policy in September 2017 on “Supporting Information Measures on EU Cohesion Policy”.



The project will be implemented over a period of 12 months and its main objectives are: to raise awareness among the Romanian general public on the instruments of the EU Cohesion Policy and the impact on the country's development and to facilitate debates and experience exchange among relevant stakeholders with respect to current and future EU funded projects.

The proposed project is congruent with the call's aim regarding the production and dissemination of information and content linked to the EU Cohesion policy. The project's activities have been designed to promote among the Romanian public successful projects, best practices, lessons learned and opportunities associated with the implementation of the EU Cohesion Policy.

At the same time, the project facilitates and encourages civic involvement and the exchange of knowledge and ideas on the implementation of EU cohesion policy in Romania.

The project's activities include: an *online* information and communication campaign at national level and an international three-day information and communication event in Bucharest aimed to refresh the public perception, confidence and understanding of the European Union's cohesion policy in Romania.

By implementing the project, the partners will enable the citizens, former and potential beneficiaries of EU funds to learn, debate, share and exchange among themselves and other relevant stakeholder knowledge and experience related to the implementation and the results of the EU Cohesion Policy. Particularly, the focus will be on how the Cohesion Policy has contributed to boosting jobs in Romania, its impact on economic growth and investments at the regional and national level, and its overall effects on improving citizens' life quality.

**Nicoleta Voicu**  
Projects Unit

## Training programme for the civil servants of the central administration involved in preparing Romania's Presidency of the Council of the European Union

**What have we done so far?** During the months of November and December 2017, the European Institute of Romania (EIR) organised the first *Training programme for the civil servants of the central administration involved in preparing Romania's Presidency of the Council of the European Union in the first semester of 2019*.

The training module included English-language courses (intermediate and advanced levels), plus courses in the

field of European Affairs, i.e. *EU Institutions, EU Legal System, EU Policies (economic and foreign policies), EU Decision-Making Process*.

The training programme concerned the organisation of 31 courses (11 English-language courses and 20 courses in the field of European Affairs) attended by 251 people from public institutions, who will act as presidents/vice presidents in the working groups of the EU Council.



Overall, the number of people who have received at least a diploma of participation (either in the English-language courses, or in a course in the European Affairs field) was 178.

**What are we doing at present?** We are continuing our *Training programme for the civil servants of the central administration involved in preparing Romania's Presidency of the Council of the European Union*.

The new training cycle started in February 2018, the target group being comprised of those people who were not able to participate in the courses organised by the EIR during the last quarter of 2017, civil servants nominated for the position of president or vice-president of the working groups. This cycle includes English-language courses, with special emphasis on negotiations within the working groups and courses on European Union topics organised in 2017.

Within these courses, EIR collaborates with trainers from the academic environment, contracted on the basis of a cooperation protocol between EIR and the National Council of the Rectors, and selected on the basis of their experience in working with adults and specific knowledge in the field of the course.

**What is new?** As of February 2018, a team of 9 experts from the General Secretariat of the Council of the European Union (GSC) has been present in Bucharest for a series of specialised training courses addressing the presidents and vice presidents of the working groups.

Courses have focused on specific aspects of activities which are to be implemented within the framework of the Romanian Presidency of the Council of the EU in 2019, tackling topics such as: impact assessment; the manner of chairing a working group; the relationship with the European Parliament; law-making aspects; producing internal documents or working with interpreters, etc.

The European Institute of Romania hosted part of these events, which were organised by the Ministry of Foreign Affairs, thus continuing activities aimed at helping improve the knowledge and skills of civil servants working in the field of European Affairs.

So far, the project has been carried out without incidents, the quality and management of the courses being appreciated both by the coordinating institution and the participants in the course.

**What are we planning to do?** EIR will continue the training programme for expanding the target group in order to also include the people in charge with various thematic files within the central administration, as well as the communicators involved in this project. They will participate in training courses in the field of European Affairs specially adjusted to their needs and objectives.

In addition, the English-language courses will continue, and the Institute will do its best to adjust its training offer to the new requirements from the coordinating institution, as well as to the administrative challenges raised by the Romanian Presidency of the Council of the European Union.

**EIR Training Unit**

## **Conference: OpenPM<sup>2</sup>. Enabling better Project Management in the EU – Brussels, 1 – 2 February 2018**

The European Commission, together with the Council of the European Union, the European Committee of the Regions, the European Central Bank and the European External Action Service organised the conference "*OpenPM<sup>2</sup>. Enabling better Project Management in the EU*"<sup>1</sup>, on 1-2 February 2018 in Brussels. The event was attended by representatives from EU Institutions, Member States' Public Administration, PM<sup>2</sup> Practitioners, Service Providers and PM<sup>2</sup> Methodology Experts.

<sup>1</sup> [https://ec.europa.eu/isa2/events/open-pm%C2%B2-conference-2018\\_en](https://ec.europa.eu/isa2/events/open-pm%C2%B2-conference-2018_en).

PM<sup>2</sup> is a project management methodology developed and supported by the European Commission. Its purpose is to enable project teams to manage their projects effectively and deliver solutions and benefits to their organisations and stakeholders. PM<sup>2</sup> is an easy to implement methodology suitable for any type of project. PM<sup>2</sup> has been custom developed to fit the specific needs, culture and constraints of EU institutions, but also incorporates elements from globally accepted best practices, standards and methodologies. Source: <https://publications.europa.eu/en/publication-detail/-/publication/0e3b4e84-b6cc-11e6-9e3c-01aa75ed71a1/language-en>.



The conference was organised as a two-day event, the first day focusing on speeches of high level representatives of the organising institutions. The second day focused on OpenPM<sup>2</sup> as a Project Management methodology by providing an introduction to its principles.

Mr **Tom Vekemans**, Head of Unit B.4 Software Developments Capabilities - Directorate-General for Informatics (DIGIT), European Commission, stressed the importance and relevance of the OpenPM<sup>2</sup> methodology for the European Commission and other European institutions. While PM<sup>2</sup> is suitable for any type of project, it is ideal for projects related to the public sector, or EU programmes and grants. He noted that DIGIT's Software Engineering Capabilities unit, which he leads, is home of the CoEPM<sup>2</sup> (Centre of Excellence in PM<sup>2</sup>). The unit has intensively worked in the development and maintenance of the PM<sup>2</sup> Project Management Methodology, with the invaluable help of key expert project resources (i.e. competence centres for architecture, development and management).



Photo source: ISA<sup>2</sup> Programme Twitter

Other institutions like IPMA (International Project Management Association) consider OpenPM<sup>2</sup> as “an initiative taken by the European Commission that brings the PM<sup>2</sup> Methodology and its benefits closer to its broader stakeholders and users community. Open PM<sup>2</sup> provides open access to PM<sup>2</sup> to all European Union Institutions, EU Member States, contractors and the general public. Open PM<sup>2</sup> provides open access to the PM<sup>2</sup> Project Methodology to all EU Institutions, Contractors, Member States and EU Citizens. Opening PM<sup>2</sup> significantly contributes towards the increase in project management maturity within the European Union serving the needs of its stakeholders. It helps establish a common PM language and process for projects within and across institutions, increase effectiveness, collaboration efficiency and success in the coordination of projects in EU. In addition, it is an important strategic initiative which will allow the EU community of Project Managers to help the PM<sup>2</sup> Methodology evolve and enrich the offer with additional best practices and examples.”<sup>2</sup>

The main aspects tackled upon by the speakers referred to:

- One of the keys to success in Project Management is to develop a stakeholder management mindset, says Bryan Barrow at OpenPM<sup>2</sup>. Focus on the stakeholders' objectives, not yours (Brian Barrow, International Project Management Consultant);
- We have a European Union that needs to transform. OpenPM<sup>2</sup> is a step towards a more sustainable future (Thomas Gageik, Director Digital Business Solutions at European Commission);
- After achieving measurable benefits in the European Institutions, we now give back something which is tried, proven and for free (Mario Campolargo, Deputy Director General DIGIT);
- Ambitious, well-managed projects will bring Europe the needed structural reform. Europe will benefit from the adoption of a common project management methodology (Mario Campolargo, Deputy Director General DIGIT);
- The OpenPM<sup>2</sup> framework captures the best out of EU Institutions' project experience and makes it available to the wider EU community. It is an asset that would bring the greatest value if shared across borders and activity areas (Mario Campolargo, Deputy Director General DIGIT);
- OpenPM<sup>2</sup> incorporates a mindset of values and professional virtues putting people in the centre. It's the people who make processes work, so we need to invest in people. We have a great vision that depends on the OpenPM<sup>2</sup> community of practice working together;
- How do you deal with stakeholders with a hidden agenda? Whenever possible, bring problems into the open, aim at achieving transparency as project managers and also develop alliances, offer support and be flexible to different perspectives (Thomas Gageik, Director Digital Business Solutions at European Commission);
- Students react enthusiastically when they learn that OpenPM<sup>2</sup> is open, connects standards and simplifies project management, that allows to reuse different scenarios and models (Stephane Gagnon, Associate Professor of Business Technology Management (BTM) with the Department of Administrative Sciences at the University of Quebec in Outaouais (UQO).

<sup>2</sup> <http://blog.ipma.world/eu-commission-released-new-pm-methodology-pm2-guide/>.

OpenPM<sup>2</sup> is a project methodology that will be adopted at European level in order to be used in European funded projects. Beneficiaries of European funds, local and national authorities, research institutes, non-governmental organisations and European institutions that were present at the conference appreciated the usefulness of the methodology and many of them deemed it to be sufficiently developed to be implemented in each organisation.

Tiberiu Nica  
Projects Unit

## terminology file

### Shaping new terms: CIRCULAR ECONOMY versus LINEAR ECONOMY

'Closing the loop — An EU action plan for the circular economy'

(Official Journal of the European Union, 20.07.2016)

A few days ago, in a well-known clothing store, I read an unusual poster addressing the clients in large letters: "Re-wear - Reuse - Recycle. Help us close the loop." I found out there that it was an invitation to donate worn-out clothes allowing therefore to be reintroduced into the economic circuit; and, from online articles, that this a policy of a number of European brands and that it is relatively old, at least since 2009. I thought how our grandmothers would have been happy to learn about this "new" trend in attitudes and practices. And I started looking for information about how the idea and the term in the title appeared.

CIRCULAR ECONOMY is a term presented by Pearce and Turner in their book *Economics of Natural Resources and the Environment* published in 1990<sup>1</sup>. This term was coined by the authors to name

and identify the concept previously used, in the 1970s, by environment researchers<sup>2</sup> and by the Club of Rome report *The Limits to Growth* (1972). It is well known that this report established the first cyclical economic models<sup>3</sup>. The authors of the report studied 'exponential growth' and its limits, trying to answer to the question: "What will be needed to sustain world economic and population growth until, and perhaps even beyond, the year 2000?"<sup>4</sup> We can see here the concept, and the foundation for the future term 'sustainable growth', not yet worded at that historical moment.

China was the first country to shape a national strategy for circular economy (2006) and to adopt a special law in this field (2008)<sup>5</sup>. The European Union followed with the Communication from the Commission, *Towards a circular economy: A zero waste programme for Europe* (2014) and the *Circular Economy Package* (2014, 2018). Accordingly, Romania has adopted a strategy<sup>6</sup> (2015).



<sup>1</sup> Baltimore MD: Johns Hopkins University Press, Chapter 2 - *The Circular Economy*.

<sup>2</sup> J. T. Lyle and Walter Stahl, according to Virginia Câmpeanu, *Spre o economie circulară în Uniunea Europeană - soluție pentru revigorarea economiei*, <http://oaji.net/articles/2016/3365-1480933922.pdf>.

<sup>3</sup> <http://www.institutmontaigne.org/ressources/pdfs/publications/policy-paper-circular-economy.pdf>.

<sup>4</sup> [http://collections.dartmouth.edu/published-derivatives/meadows/pdf/meadows\\_ltg-001.pdf](http://collections.dartmouth.edu/published-derivatives/meadows/pdf/meadows_ltg-001.pdf), p. 45.

<sup>5</sup> Jianguo Qi et alii, *Development of Circular Economy in China*, Springer, Singapore, 2016.

<sup>6</sup> [http://gov.ro/fisiere/programe\\_fisiere/MMAP\\_Plan\\_strategic.pdf](http://gov.ro/fisiere/programe_fisiere/MMAP_Plan_strategic.pdf).

Nowadays the concept is developing, and consequently, the term covers a multitude of meanings, as far as no less than 114 definitions were analysed in a study<sup>7</sup> published in 2017, extracted from more than 100 articles published on the topic in 2016, and about 30 articles in 2014.

The interesting part about this new term is the fact that its birth created, in the conceptual and terminological system, a need for a pair term acting as an antagonist, this one being known only since 2010 (when the Ellen MacArthur Foundation<sup>8</sup> was established) as LINEAR ECONOMY. It could be seen as a paradox that this second term, even though labelling the industrial reality, previous to the desired and projected circular economy, was created after the coinage of the first, in order to balance the hyponymy and the semantic relation: **ECONOMY** (general term or hypernym), **circular economy** and **linear economy** (specific terms or subordinated hyponyms). But it is not a paradox, because it is reflecting the semantic differentiation principle: when to a general term an adjective is added, creating the HYPONYM1 through difference from the general, and subordinate to the general, the same need to differentiate the specific from the general would give birth to, at least one, HYPONYM2 (with another adjective added).

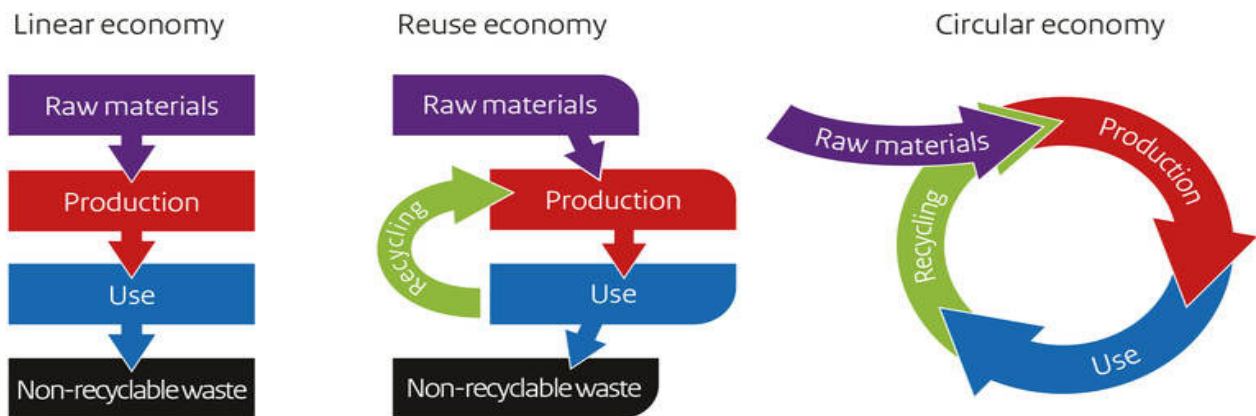
Other new terms created through differentiation from the same hypernym are **performance economy** and **blue economy** (see also the Ellen MacArthur Foundation), which in Romanian have been adopted as: **economie a prestațiilor** (Official Journal of the EU, 20.7.2016) and **economie albastră** (Communication from the Commission, 2014).

Mariana Bara  
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<sup>7</sup> Julian Kirchherr et alii, *Conceptualizing the circular economy: An analysis of 114 definitions*, in *Resources, Conservation and Recycling*, Volume 127, December 2017, pages 221-232.

<sup>8</sup> <https://www.ellenmacarthurfoundation.org/assets/downloads/publications/Ellen-MacArthur-Foundation-Towards-the-Circular-Economy-vol.1.pdf>.

## From a linear to a circular economy



Source: <https://www.government.nl/topics/circular-economy/from-a-linear-to-a-circular-economy>



## Krakow - The European Congress of Local Governments



The fourth edition of the European Congress of Local Governments will be held in Krakow (Poland) from 26 to 27 April 2018. The mission of the Congress is to create a positive atmosphere to facilitate the exchange of information and to improve cooperation between regions in the EU.

The event aims to be a platform for exchange of views, knowledge and experience for leading local, regional elites with state government representatives, NGOs and business leaders.

For the fourth year in a row, the European Institute of Romania (IER) is partner of the Institute for Eastern Studies (ISE, Warsaw) in organizing a debate within the congress program.

The debate on **Creative Industry in Regions? How to Inspire Development?** will be moderated by Mrs. Gabriela Drăgan, Director General of EIR, and will benefit from the expertise of national representatives, experts and NGOs from the EU Member States.

**Florentina Costache**  
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\* The texts published in this Newsletter express the authors' opinion and do not represent the official position of the European Institute of Romania.

ISSN 2065 - 457X

In order to receive future issues of the EIR Newsletter, you can subscribe by accessing the following link: [www.ier.ro](http://www.ier.ro).



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