

Functional reviews – supporting good governance in various sectors

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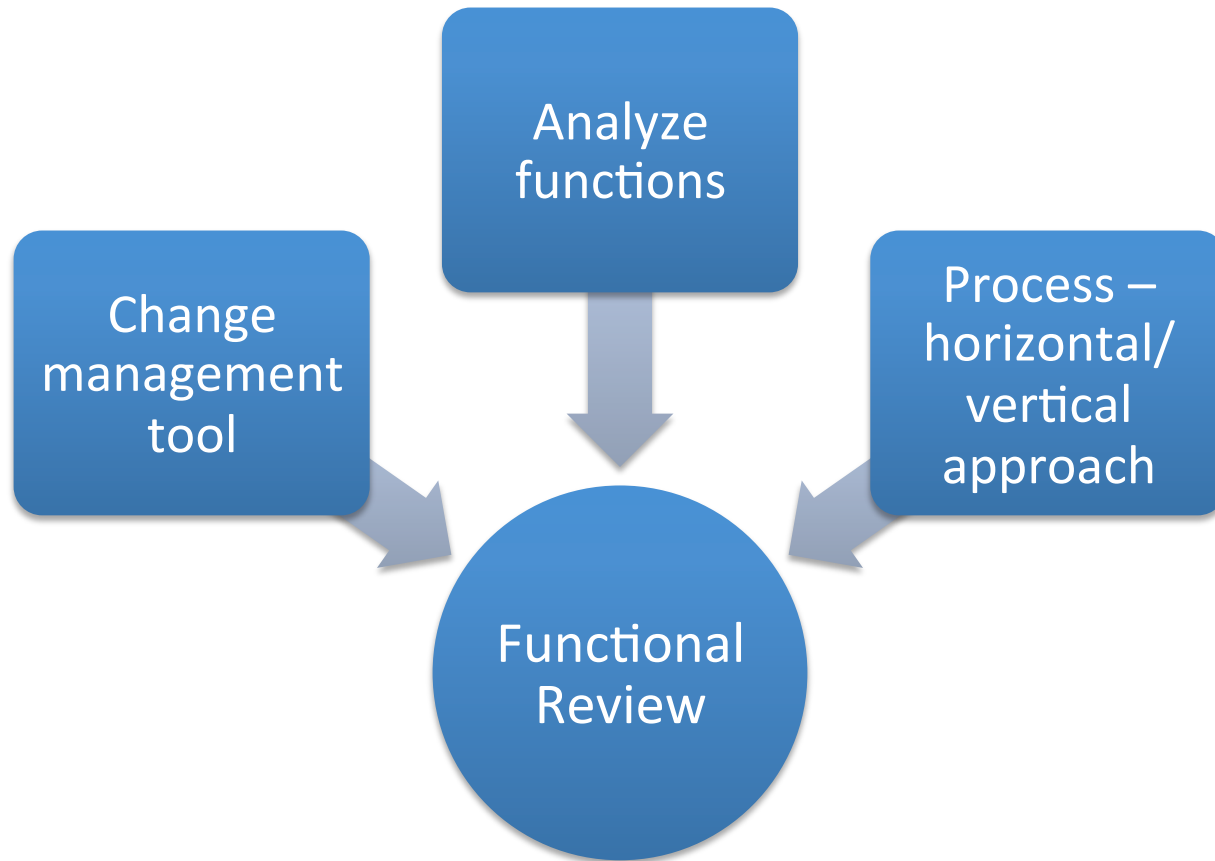
What do we discuss

Understanding the concept – *what is a functional review*

Functional review experience in the region – *personal approach*

Obstacles on the way and ideas to tackle them – *practice and tricks*

What are functional reviews



Benefits – Why we do it

To create pre-conditions for adopting a new philosophy in the organisation;

Improving effectiveness;

Reviewing existing procedures

Reducing the scope and size of government;

Release financial and human resources through the elimination of redundant functions and duplications;

Bringing the structure into line with functions performed;

Identification of new functions and competencies;

Consultation within the organisation.

Functional Reviews examples

Romanian General Secretariat of the Government – civil service experience

Kosovo FRIDOM – horizontal policy management functional review, whole of government review

Romanian Center of Government and Public Administration (Chapeau) review – World Bank

Ministry of Education of Moldova and subordinated bodies

Romanian General Secretariat of the Government Functional Analysis (2006-2007)

- **Demand** – Internal, State Secretary level (political, deputy-minister)
- **Why** – improve efficiency of the organization and modern CoG
- **Process**
 - Internal expertize, Policy Unit as technical lead
 - 4 experts to carry on the review
 - Management group organized (head of departments)
 - Difficult to accept concrete outputs/ performance indicators per unit
- **Results** - limited
 - Change the internal working procedures
 - Higher status for the policy unit (individual experts)
 - Improved communication
- **Impact** – not sustainable

FRIDOM Kosovo Policy management Functional Review (2009-2010)

- **Demand** – External, Donor driven
- **Why** – support building/ developing of the administrative structures and main processes
- **Process**
 - Lots of external experts (1 whole of government review, 20 institutions, 14 horizontal management systems)
 - Common methodology – coordination within the project team
 - Challenge – ensure buy-in from the Kosovo officials; coordination among different projects running in parallel
- **Results** - mixed
 - Well substantiated report with concrete, practical recommendations
 - Increased capacity of counterparts (technical) in administration and local experts involved
 - Higher profile of policy coordination and planning as horizontal process
- **Impact** – debatable
 - E.g., recommendation for integrated policy planning and EI planning within Government's Secretariat – Ministry for EI
 - Good capacity was build and system developed

Romanian CoG Functional Review

World Bank (2010-2011)

- **Demand** – External – strong leverage (EU- WB - IMF)
- **Why** – support structural reforms within Romanian public sector; conditionality for international loan
- **Process**
 - WB – the organization to perform the FRs
 - Coordination on the beneficiary side – GSG (Policy Unit) as the Government counterpart
 - High profile exercise – large data collection process and high level interviews
 - Political debates and discussion on the findings and recommendations (special Government Meeting)
- **Results**
 - Government Annual Working Plan
 - Recommendations in Action Plan – monitored by EC
 - Follow-up implementation projects
- **Impact**
 - Revive of the strategic planning process
 - Focus on priorities

Ministry of Education of Moldova

(2013- 2014)

- **Demand** – Internal, Strong political will
- **Why** – restructuring of the ministry – reorganization
- **Process**
 - Small team of external experts (3)
 - Self-assessment questionnaires, lots of interviews, several round tables with the ministry (political, management level, execution)
 - Politically assumed by the Minister and Cabinet
 - Challenge – decrease the resistance from the technical level of the ministry
- **Results**
 - New draft government decision on ministry organization
 - Plan for reorganization of the education sector (subordinated institutions)
 - Reform measures for particular functions
- **Impact** – too early to say

Ministry of Education

Functional Analysis Methodology

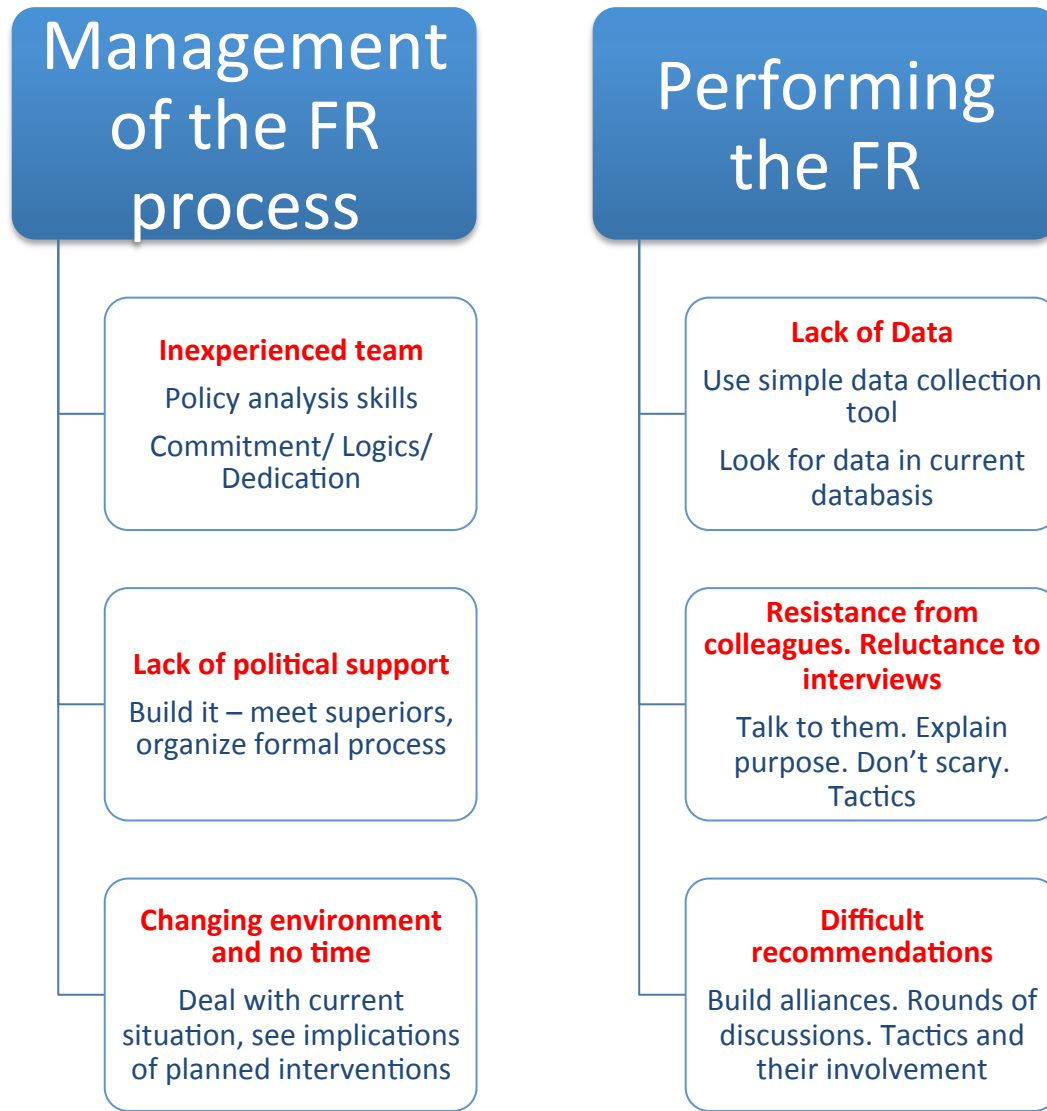
- 1. Document analysis** – ministry regulation, job descriptions, regulation of subordinated institutions, 2011 – 2015 Consolidated Strategy of Education, etc;
- 2. Data collection questionnaire** – data and self-assessment
- 3. Interviews** – political level, management positions, execution level - details on issues, ideas, reconfirmation.
- 4. Meetings with international stakeholders** active in the country – UNDP on decentralization, EU on general education priorities etc
- 5. Workshops** – present, discuss, debate, build support
 - Working session with political leadership of the Ministry on the preliminary findings and recommendations;
 - Workshop on Functional Review on management functions;
 - Workshop on Functional Review on sectoral departments;
 - Feedback meeting on Functional Review proposals for management level

Ministry of Education Functional Review

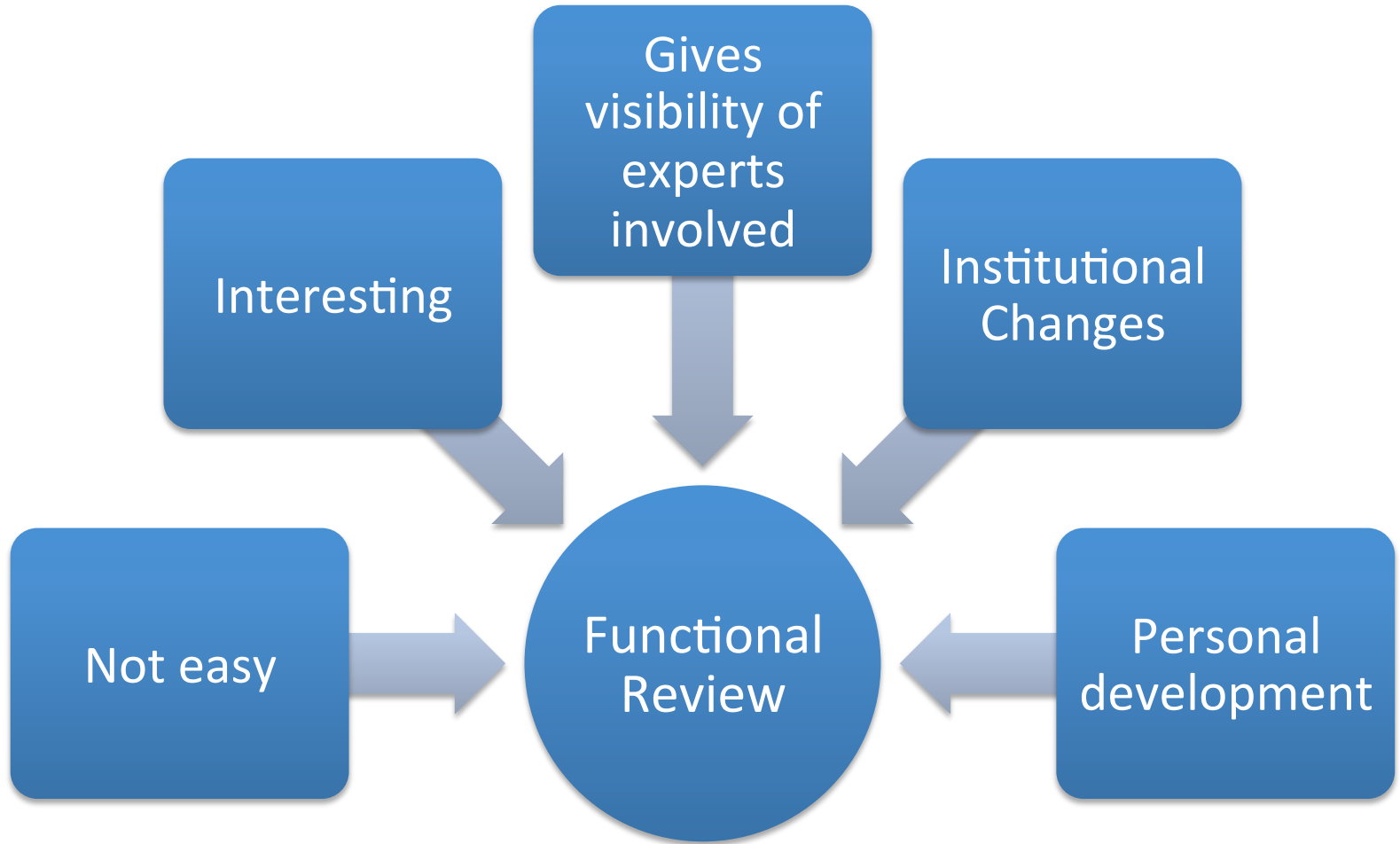
- Wide mandate, understaffed and fragmented structure (16) – *reorganization and consolidation of main functions*
- Policy implementation prevalence over policymaking – *increase clarity in the system - ministry does policy, subordinated institutions do implementation*
- Petitions management – time consuming – *central management of petitions*
- Appetite for control – *stress on policymaking, overview and monitoring the results (policy outputs and outcomes)*
- Capacity for policy analysis needs to be developed – *integrate planning, link with budget*

Obstacles and challenges

How do we deal with it?



Keep in mind....



Thank you!

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