



 <p><b>CZECH REPUBLIC</b> DEVELOPMENT COOPERATION</p> <p><i>Expert Request Form</i></p>	Request number: (Allocated by the Czech Development Agency)
Title:	
Expected field of expertise: Public policy coordination	
Partner country: Republic of Moldova	Region/town/locality: Chisinau
Expected Start and End Dates: From 1 <sup>st</sup> of September 2016 Until 23 <sup>rd</sup> of September 2016	Total amount of days in the field: 17 working days
Expected Czech ODA financial contribution (EUR):	Estimated co-financing from the partner institution (financial contribution in EUR/ in kind in detail)
<b>Applicant / Partner Institution:</b> <i>Name, type, mail and web address of partner institution; name and position of responsible manager/contact person, phone, fax, e-mail.</i>  The State Chancellery of the Republic of Moldova, Government House, 1, Piata Marii Adunari Nationale blvd., www.cancelaria.gov.md Responsible manager- Miss Oxana Gluscenco, Acting Deputy Head of General Department for Policy Coordination, External Assistance and Central Public Administration Reform, Tel: +373 22 250 212, oxana.gluscenco@gov.md	
CONTEXT AND RATIONALE	
<b>Context:</b> <i>Problem analysis. Please explain current situation and why the expert is requested (what is his/her added value).</i>  <u>General overview</u> The State Chancellery is the central governing authority in charge of establishing the general framework used to define the Government's priority activities and decide on the methodological and organizational support for the central administrative authorities in public policy planning, development and implementation. The Directorate General for Coordination of Policies, External Assistance and Central Public Administration Reform (DG in continuation) was set up in the State Chancellery to ensure that the Government develops and approves quality public policies,	



and they are implemented, monitored and evaluated properly by the central administrative authorities.

Medium-term planning of national level is regulated by the Law no. 36 adopted by the Government on Regulatory Acts of the Government and other Local and Central Public Administrative Authorities, Government Decision Approving the Regulation of the Government of the Republic of Moldova, Government Decisions on the Drafting Rules and Unified Requirements for Policy Documents and Law on Public Finances and Budgetary-Fiscal Accountability. The national planning documents developed by the Government include Government Activity Program, National Development Strategy and Medium-Term Budgetary Framework.

Short-term planning on the other hand is done on the basis of the Government's Action Plan, which is drafted annually on the basis of the Activity Program of the Government.

The State Chancellery manages the development and monitoring of the Action Plan of the Government. At the same time, after the RM-EU Association Agreement was signed in 2014, the 2014-2016 National Action Plan implementing the RM-EU Association Agreement was developed and approved.

#### Identified problems

- 1) More than a half of the actions coincides in both action plans, because the aforementioned documents- the Activity Program of the Government and RM-EU Association Agreement – contain similar objectives. Thus, the efficient implementation of commitments of the Republic of Moldova is hampered by dispersion of implementing efforts, both internally and externally. This confuses the public authorities, thus causing delays in the achievement of undertaken commitments.
- 2) Although the regulatory framework is in place and describes responsibilities and policies development process of central administrative authorities, its implementation however is problematic both on the State Chancellery's and ministerial levels, i.e. difficulties with complying with the structure of the existing documents and procedures for quality public policies and legislative proposals. Thus, no review/validation of the policies content is ensured by the Centre of Government, as the national strategic planning system is not fully developed. Even if there are unified requirements for policy documents, they are not taken into account during the development of sectoral strategies. They do not contain any cost estimates, stating that the policy will be implemented within the budget allocations and, therefore, they are not aligned to the Medium-Term Budgetary Framework (MTBF). The monitoring system, which should provide information on the results of the Government activities, is not fully operational. The quality of the evidence-based policies is not coherent, because the analyses are still weak.
- 3) There are no detailed methodologies on the structure, content and other requirements for planning documents, except for the methodology on MTBF development. The development rules and unified requirements for policy documents refer only to some categories of policy documents (concept, strategy, action program and plan) and list the mandatory components of different policy documents (objectives, deadlines, persons in charge, performance indicators, estimated costs reporting and monitoring procedures). However, the requirements are very general. Institutionalised methodologies specific for some components of the policy cycle are missing. There is a methodology produced by the Ministry of Finance, which stipulates the basic principles for costs estimation, concepts of the costs nature and behaviour, as well as some practical aspects on costs estimation and methods on how to address the uncertain situations but



public authorities do not comply with it while developing their own policies.

In the meantime, the link and hierarchy between the different types of policy documents is not clear enough.

4) Medium-term planning system of the EU integration process is still in a rudimentary phase, having actions aligned to the RM-EU Association Agreement, but without appropriate costs and time frames set. Significant delays are registered in the implementation of actions associated to the European integration process. There are two parallel planning processes at the Government level – the Government Action Plan and the Action Plan for the implementation of the RM-EU Association Agreement, which are managed and monitored by two different institutions.

**Expected outputs and outcomes:**

*Please, explain, what is expected from the expert in detail (elaboration of analysis, seminar, forum, etc.) and when and how those outcomes will be used.*

The main objective of the expert would be to advice on coordination of public policies' development system by enhancing efficiency, predictability and transparency of strategic planning process in public administration. The outcomes would include:

- Reviewing the detailed methodologies for the development of planning documents that will stipulate a clear timeframe, procedures to ensure coherence of the actions, detailed methodologies and cost estimates;
- Modernisation characterised by the need to overhaul institutional arrangements and to look out for "best practice", a redefinition of the public sector, its extent, role and institutional make-up and re-organisation of the machinery of central government as well as both the functional and territorial demarcation of competencies.

**Role of the applicant/partner organisation and roles of other key partners:**

*Please describe briefly the roles and responsibilities of key project stakeholders and their relation towards the expert (towards his/her work).*

The State Chancellery was appointed in charge of controlling the implementation of normative acts and national policy documents by the ministries and other administrative authorities, whereas the General Directorate aims at strengthening policy development and coordinating competencies across public administration institutions.

The GD will ensure the improvement of the strategic planning, monitoring and evaluation process across the ministries (horizontal transmission of knowledge). Additionally, based on the Expert's analysis and recommendations, the GD will strive to set a mechanism for effective and efficient planning of the public policies which are aligned to the Government's priorities.

**Complementarity:**

*Analysis of other relevant development interventions executed by the government (or) in co-operation with other donors, complementarity of the requested intervention with activities carried out so far.*

- SIGMA assessment of public administration in the Republic of Moldova
- Institutional and Functional Analysis of the State Chancellery and the Prime-Minister's Office of the Republic of Moldova done by Ernst&Young and UNDP Moldova



**Date and Signature:**

*Place, date, name of authorised person within applicant institution and his/her signature, stamp.*

The State Chancellery of the Republic of Moldova, Government House, 1, Piata Marii Adunari Nationale blvd.

Secretary General of the Government, Tudor COPACI

July 28, 2016