Functional reviews – supporting good governance in various sectors

Dragos Dinu

Romanian Centre for European Policies (CRPE)
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

- Analyze functions
- Process – horizontal/vertical approach
- Change management tool

Functional Review
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

- **Demand** – Internal, State Secretary level (political, deputy-minister)
- **Why** – improve efficiency of the organization and modern CoG
- **Process**
  - Internal expertise, 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


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?

Management of the FR process

- Inexperienced team
  - Policy analysis skills
  - Commitment/ Logics/ Dedication

- Lack of political support
  - Build it – meet superiors, organize formal process

- Changing environment and no time
  - Deal with current situation, see implications of planned interventions

Performing the FR

- Lack of Data
  - Use simple data collection tool
  - Look for data in current database

- Resistance from colleagues. Reluctance to interviews
  - Talk to them. Explain purpose. Don’t scary. Tactics

- Difficult recommendations
  - Build alliances. Rounds of discussions. Tactics and their involvement
Keep in mind....

- Interesting
- Not easy
- Institutional Changes
- Personal development
- Functional Review

Gives visibility of experts involved
Thank you!

29 Stirbei Voda Street, ap. 4
Bucharest
office@crpe.ro
Phone +4 0371.083.577
Fax. +4 0372.875.089