TAIEX SRSP Workshop on Policy Coordination and Performance Assessment of Public Policies

Zagreb - Croatia
20 - 21 February 2020



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Ministarstvo regionalnoga razvoja i fondova Europske unije

Hrvatsko predsjedanje
Croatian Presidency of the
Vijećem Europske unije
Council of the European Union

Reform of Strategic Development Planning in Croatia

TAIEX Workshop on Policy Coordination and Assessment

February 20th & 21st 2020
MRDEUF, Zagreb

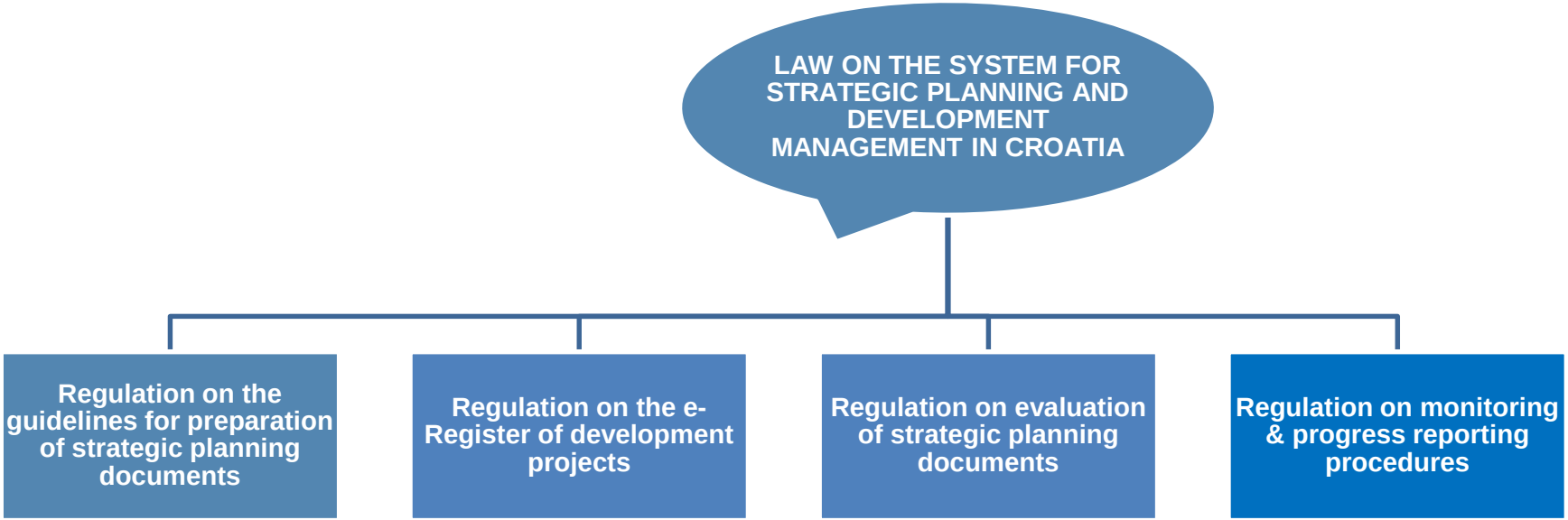
REPUBLIKA HRVATSKA
Ministarstvo regionalnoga razvoja
i fondova Europske unije

EUROPSKI STRUKTURNI
I INVESTICIJSKI FONDOVI

Operativni program
KONKURENTNOST
I KOHEZIJA

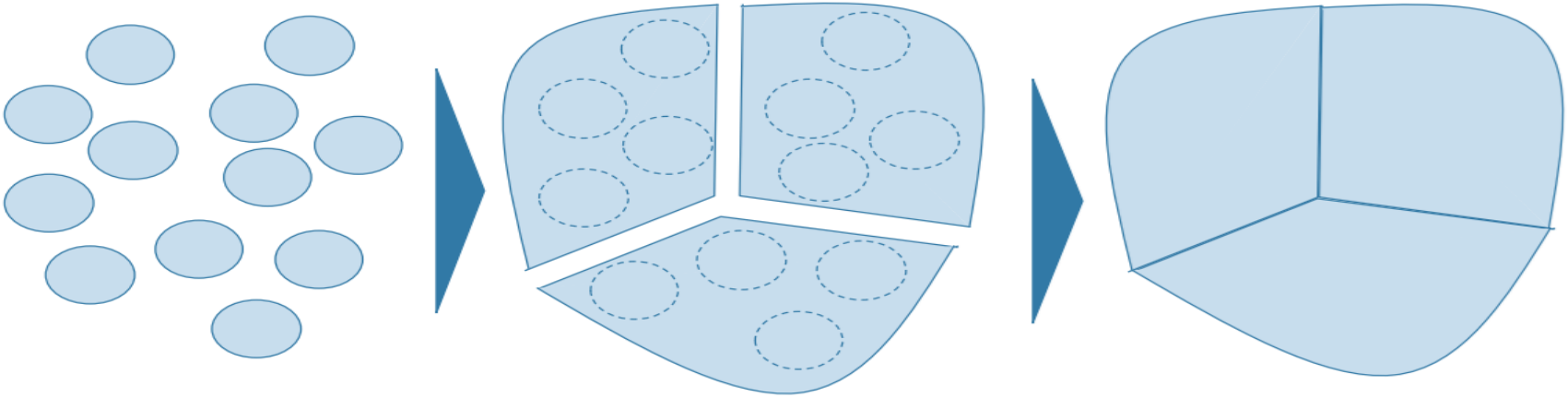
Europska unija
Zajedno do fondova EU

LEGAL FRAMEWORK FOR STRATEGIC PLANNING



Fragmentation ➡ consolidation ➡ coordination

Consolidation **Coordination**



Initial situation
- fragmentation
- more than 2,000 planning documents
- strong “silos”
- little monitoring of progress
- weak implementation & results

Integrated documents
- optimisation of planning processes /common methodology
- reducing the number of planning documents
- identification of cross-cutting policies / inter-linkages

Coordinated planning system
- focusing on implementation & results
- reducing administrative burden & digitalisation of processes
- Common M&E framework
-Transparent reporting -„Dashboard” open web platform

STRATEGIC PLANNING SYSTEM DEFINITION

SPS refers to:

- Hierarchy of documents - scope, time horizon
- Institutional set-up & relationships - administrative responsibility, roles, capacities
- Procedures - terminology, methodology, guidances
- Tools – to be used to ease administrative burden - digitalisation

WHAT CAN WE EXPECT FROM THE STRATEGIC PLANNING SYSTEM (SPS) IN CROATIA?

The implementation of the Law on the System of Strategic Development Planning will contribute to multi-fold **improvements in shaping and implementing public policies, programmes and projects** in Croatia

- ✓ **standardisation of principles and procedures** for drafting, implementing, monitoring and assessing impacts of **policies, programmes and projects**

- ✓ **mutual coherence between strategic documents on all levels of governance and established links among strategic planning, budget and other financial sources,** suspending that way the current practice of drafting and adopting a great number of mutually inconsistent documents which cannot be implemented due to lack of adequate resources

- ✓ **provision of clear competences and responsibilities** among bodies included in the strategic planning processes and **strengthened administrative & management capacities** in public bodies

- ✓ **establishment of an IT tool for the system of strategic planning and development management and Central Electronic Register of Development Projects** with the aim to efficiently monitor results/indicators in implementation of policies, programmes and projects

COORDINATOR – SPS OWNER

METHODOLOGICAL APPROCH	HARMONIZATION OF THE SPS	PERFORMANCE-BASED MANAGEMENT

Coordinates Government Priorities setting process – **NEW**

Develops and establish Principals, Methodology, Guidance for Strategic Planning – **NEW**	Consults the Government by making the timeline of strategic planning documents – **NEW** Ensures quality of strategic planning documents (together with budget users) up to the level of operational plans – **NEW**	Monitors results of implementation, reacts if real results enormously differ from planned – **NEW** Prepare performance information for decision-makers, especially of horizontal issues - **NEW**

MINISTRY OF FINANCE – MAIN SPS PARTNER

METHODOLOGICAL APPROCH – EVIDENCE-BASED BUDGET PLANNING AND STATE BUDGET PREPARATION

Merges budget planning cycle and operational plans preparation process ensuring the balance of top-down and bottom-up approach – **NEW**

Issues guidelines for development of Institutional operational plans – **REVISED**

Elaborates the concept of reform initiatives - **IMPROVED**

Asseses draft operational plans of budget users (efficiency and effectiveness, is money spent for planned purposes, value for money) – **NEW**

Negotiates with budget users according to assesment results – **REVISED**

Finalise the state budget proposal according to the results of negotiations

FREQUENT MONITORING

Monitors quarterly financial results through Institutional (first level budget users) operational plans reporting – **NEW CONTENT AND FREQUENCY**

FIRST LEVEL BUDGET USERS – SPS STAKEHOLDERS

PREPARATION PHASE

Nominates employees/team responsible for strategic planning in the institution (for the preparation of Institutional operational plans) – **NEW / IMPROVED**

PLANNING PHASE

Develops Institutional operational plan (if necessary mid-term policy program) by the deadlines fixed in budgeting cycle – **IMPROVED**

Ensures that strategic planning documents developed within institution comply with approved long and mid-term documents – **NEW**

MONITORING AND REPORTING PHASE

Monitors quaterly the implementation of results, analyze, use monitoring data to improve performance - **NEW**

Submits quaterly financial results to the MoF, performance results – to the coordinator of SPS as it will be agreed - **NEW**

BENEFITS FROM SPS REFORMS

GOVERNMENT

New possibility for society consolidation and partnership, strengthening of civil society and national identity

Coherent view on the country development goals, practical tools to manage, adjust and control the goals

Task force to coordinate and harmonise the national development issues between the ministries

Common understanding of the commitments toward EU targets and tools to control the progress

MINISTRY OF FINANCE

Simplification and harmonisation of processes (one instead of three): integration of NRP planning and reporting with institutional operational planning and budget planning processes

Better understanding of the financial consequences and costs of reforms

Tool to assess affordability of development targets and run the reality checks

Control tools for spending efficiency (results achieved vsv money) and financial corrections

Possibility and informative background for current and capital expenditure separation

MINISTRY OF PUBLIC ADMINISTRATION

Possibility to extract and follow the reforms-related activities' administrative costs

Possibility for cross-checking the annual institutional plans vsv annual budget plans

Possibility for measuring **efficiency** of public administration functioning, defining the bottlenecks and setting the improvement measures

Possibility to integrate the annual planning activity exercise into strategic and budget planning process by using interrelated template, procedures and data

STRATEGIC PLANNING SYSTEM – BEFORE AND AFTER THE REFORM

BEFORE

Planning

1. Lack of long-term national development goals
2. Around 200 mutually overlapping strategic documents
3. Unclear economic and fiscal impacts
4. Insufficient links between strategic goals and budget programmes

Implementation

1. Inability to get „big picture" of the overall progress
2. No obligation for systematic monitoring and reporting
3. No reliable system of efficiency measurement
4. No clear links between expenditures and results

THE LAW ON THE SYSTEM OF STRATEGIC DEVELOPMENT PLANNING

AFTER

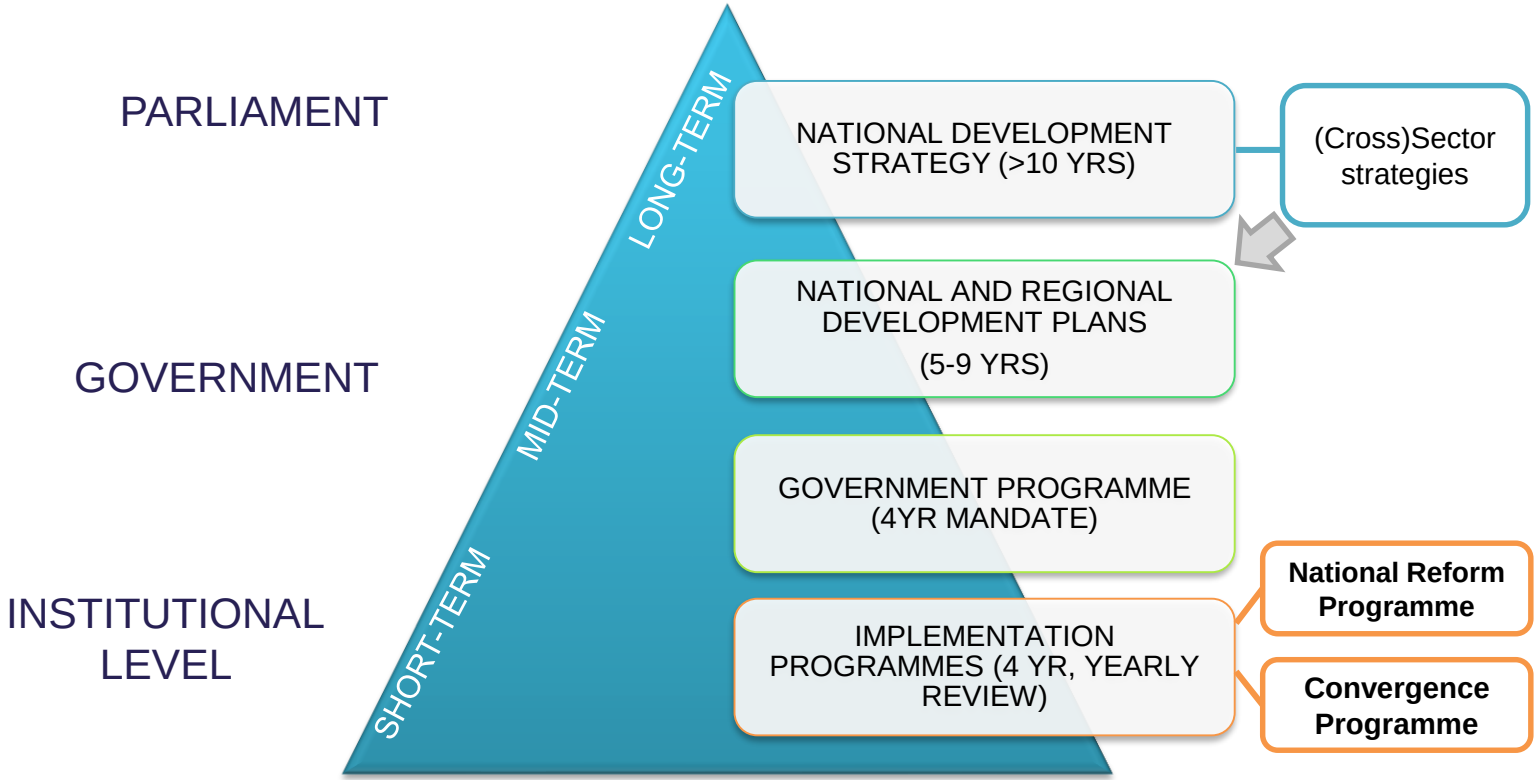
Planning

1. Long term national vision, clear set of development pillars and strategic goals
2. Defined hierarchy among strategic documents
3. Uniform, integrated and coordinated system of strategic planning
4. Strategic plans based on available financial and other resources

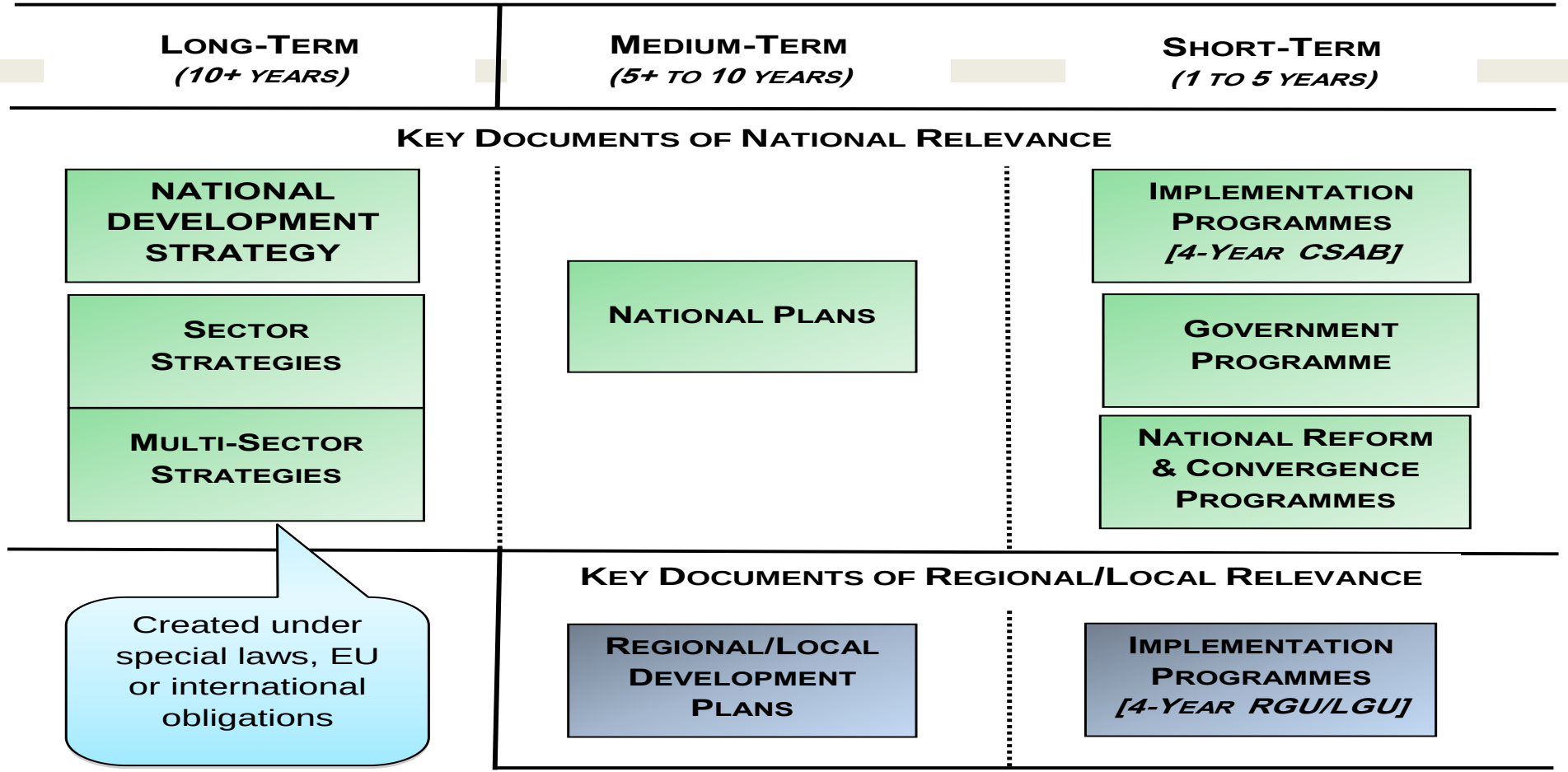
Implementation

1. Legally binding regular monitoring and reporting
2. Integrated process of monitoring and reporting
3. Comprehensive system of indicators
4. Alignment of expenditures in accordance with achieved results
5. Capacity building & learning dimesion

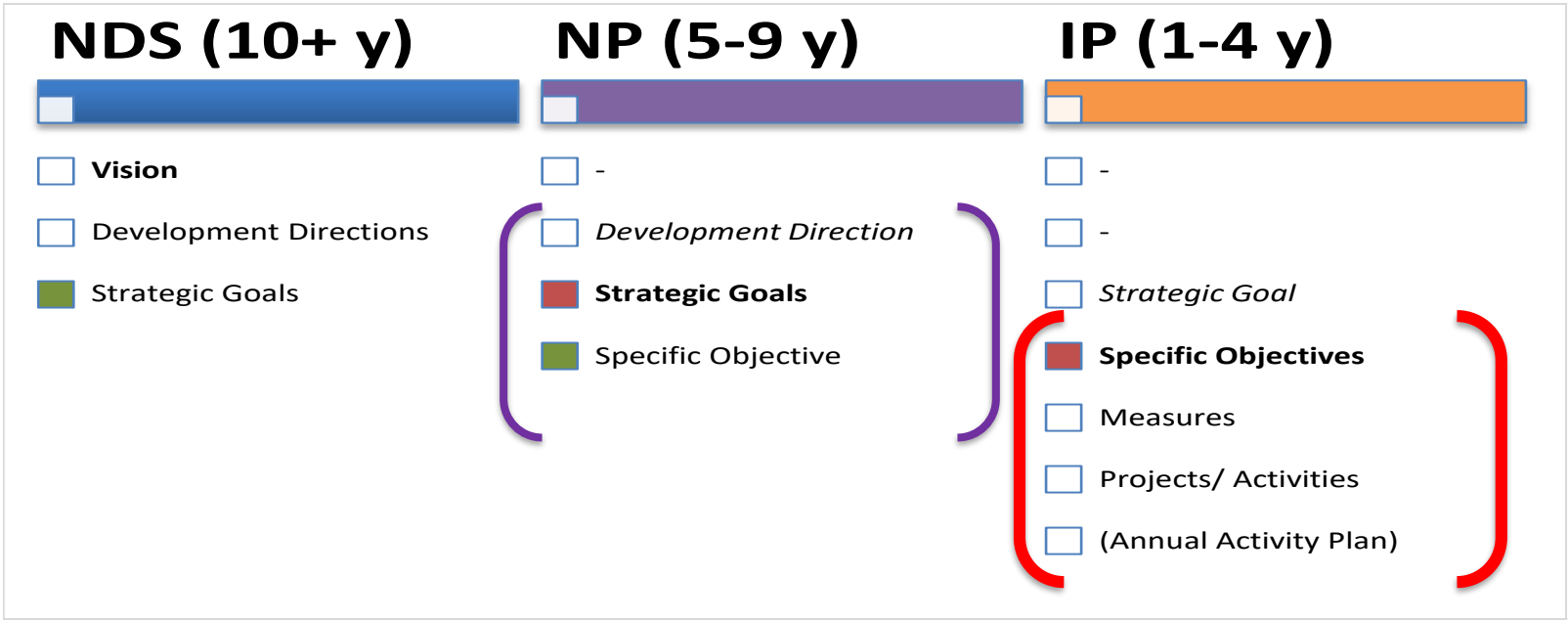
STRATEGIC PLANNING SYSTEM HIERARCHY



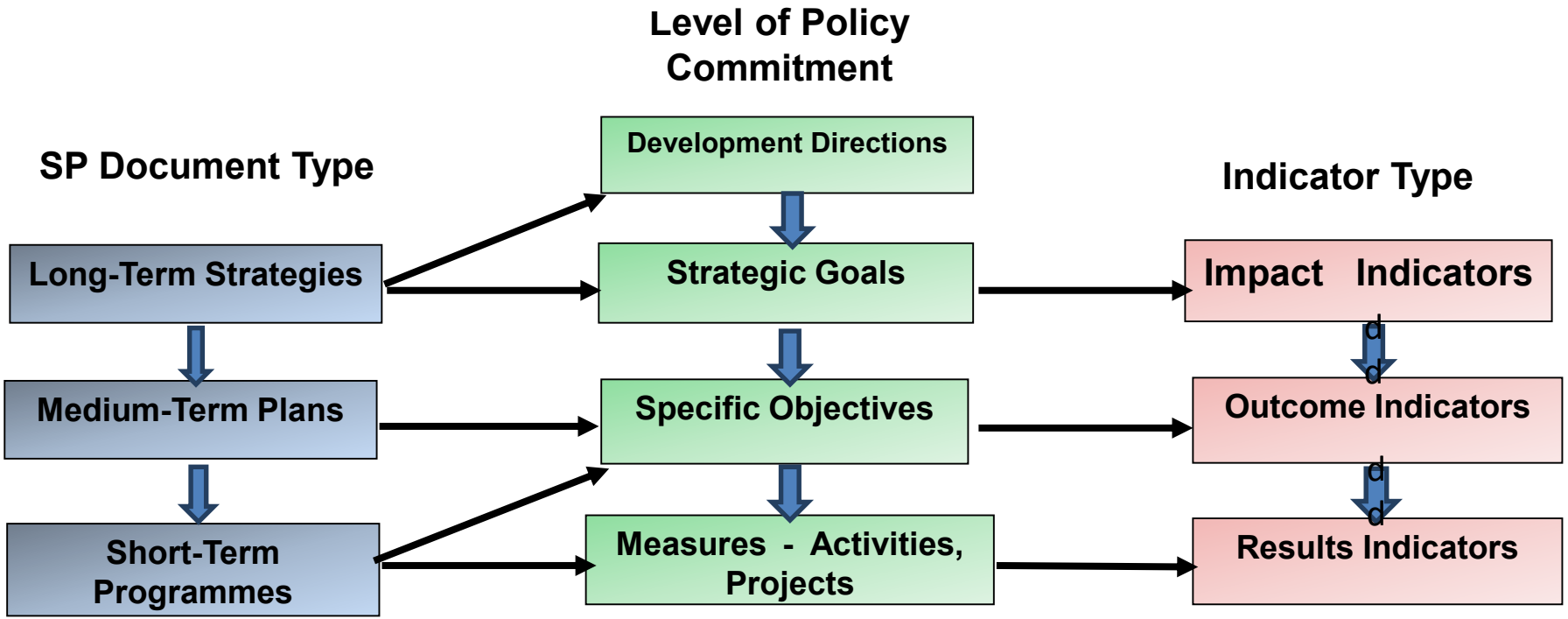
SP Document System



STRATEGIC PLANNING SYSTEM – STRUCTURE OF DOCUMENTS



SP RESULTS CHAIN



System of Strategic Planning and Development Management in Croatia

I. Strategic Planning Framework

- Methodological framework and inter-institutional coordination
- Map of strategic planning documents
- Library of indicators
- **Network of strategic planning coordinators**

II. Project Implementation Framework

- E-register of projects
- Development projects
- Investment platforms
- Delivery unit

III. Performance Management Framework

- M&E system
- Analytical tools for performance assessment
- Open data platform / „Dashboard”

NETWORK OF STRATEGIC PLANNING COORDINATORS

- Suggestions/Support for establishing SPU in line ministries
- Regular **Network meetings – cooperation and collaboration**
- **Pilot Assignments** – Map of strategic documents, 2030 NDS drafting, 2030 UN Agenda Voluntary National Report, self-assessment of compliance, testing of the IT platform, 2030 NDS strategic projects identification and action plans
- **Capacity building** – dedicated trainings – VERY IMPORTANT!
- **Working group** on system roll-out - transitional period, dedicated tasks: budget linkages, annual work plan (MoF, MPA, MRDEUF)
- Cooperation with the CSO – Library of indicators

SRSP project: “Framework for Assessing the Performance of Public Polices”

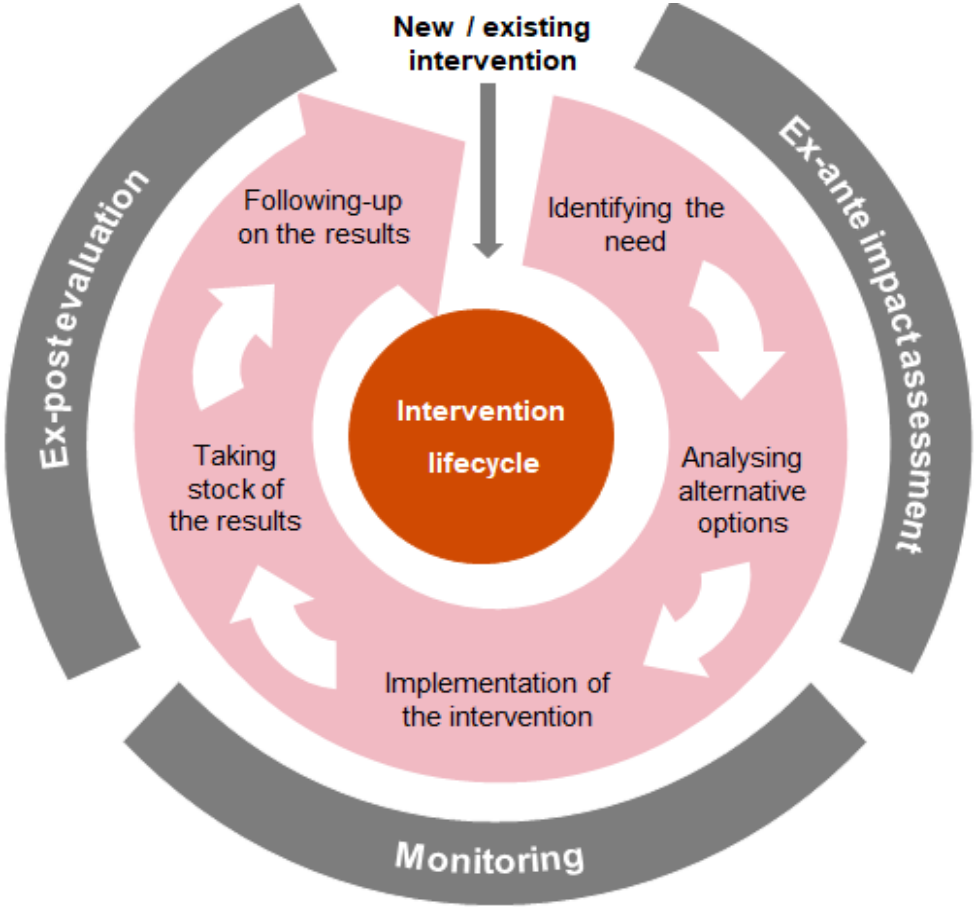
- Connected with the reform of the strategic planning system and **CSR 3:** ***(…) “enhance the capacity to design and implement public policies & projects.”***

- The objective is to develop assessment methods and capacities to enhance the quality and feasibility of the Government’s strategic planning and implementation of public policies

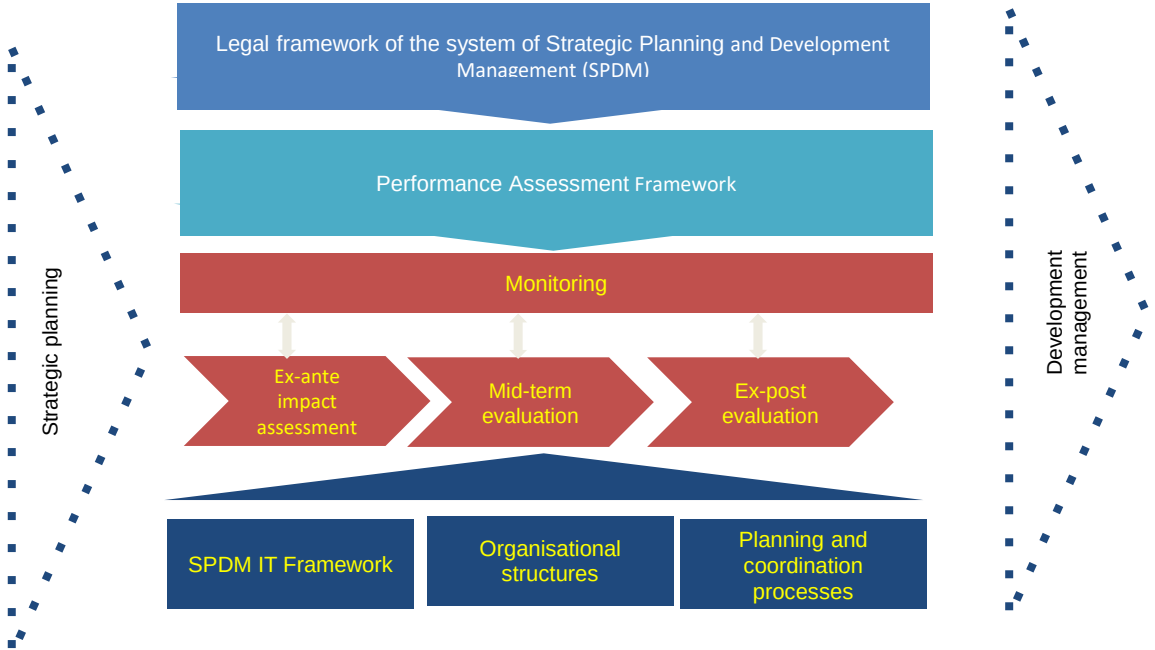
- 4 components:

1. Deepening the analytical base and **developing assessment tools** for public policy, programmes and projects
2. **Building analytical capacities** in the Government for assessing the effectiveness of public policies
3. Organization of **communication and public reporting** on key Government policies and results in implementation
4. Proposal for an institutional set-up of a specialized **Performance Managment Unit** to track strategic initiatives and key reforms related to the 2030 NDS

MONITORING & EVALUATION PROCEDURES

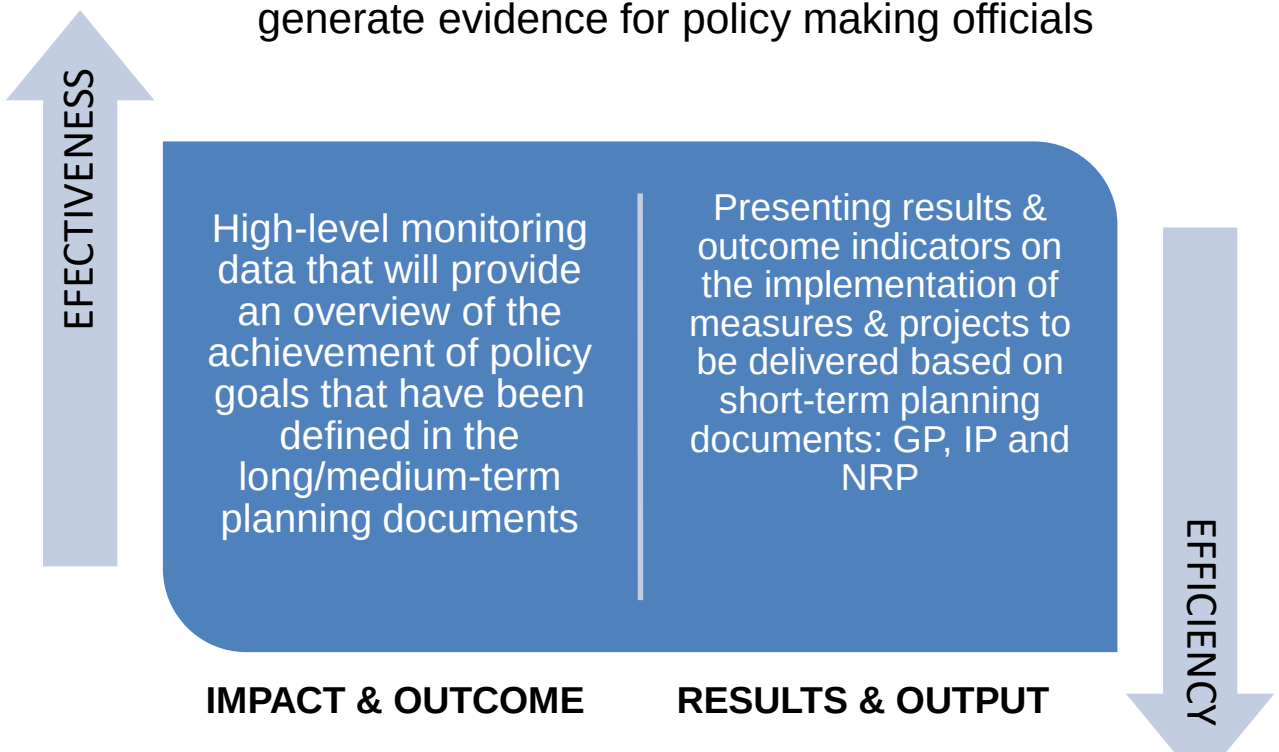


M&E SYSTEM DESIGN CONCEPT



TWO TIER APPROACH

- The **main objective** of the M&E system is to make use of available data regarding the performance of public policy through data-driven analytical models and to generate evidence for policy making officials



EUROPSKI STRUKTURNI I INVESTICIJSKI FONDOVI

Europska unija
Zajedno do fondova EU

Thank you for your attention!

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