

2nd Meeting of the Working Group for  
Developing Regional Standards for Roma  
Responsible Budgeting  
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# I. Overview of the reports:

## 1) Montenegro



- Desk research and analysis of the key documents and interviews with the key stakeholders
- Budget planning process in Montenegro:
  - a) Fiscal Strategy (adopted by the Government)
  - b) Fiscal policy guidelines (adopted annually for a period of three years)
  - c) Regulations for the preparation of the program budget (issued by the Government)
  - d) Instructions for preparation of the budget
  - e) Budget requests and setting priorities (spending units set their priorities which are reflected in the budget requests and are responsible for implementation of the adopted strategies and action plans)

# I. Overview of the reports (con.):

## Weaknesses:

- a) Weak program budgeting that disable Ministry of Finance to have clear information (on sectorial level) for the realization of particular strategy and the achieved outcomes: (1) No clear limitation on the number of programs, (2) Inadequately defined indicators, (3) Lack of human resources and technical capacities
- b) Inappropriately defined measures and actions in the action plans that do not contribute to the end goal; Inadequate indicators
- c) National Coordinator (Ministry of Human and Minority Rights) collects data and produces reports for the implementation of the adopted action plans (Narrative reports that do not correspond to the structure of the action plans, therefore not providing clear and understandable information for the implementation of the action plan)

## I. Overview of the reports (con.):

d) The State Audit Institution audits the Final account of the budget (only the budget execution data is presented). It is not clear if they audit the implementation of the National Strategy, and If not, who does?

e) Insufficient participation of Roma in the policy creation and budget planning process

f) Insufficient response of the Roma population regarding the implementation of activities aimed at social inclusion of Roma, insufficient knowledge of the legal regulations by the Roma population, insufficient recognition of the importance of education by the Roma population

# I. Overview of the reports (con.):

## 2) Macedonia



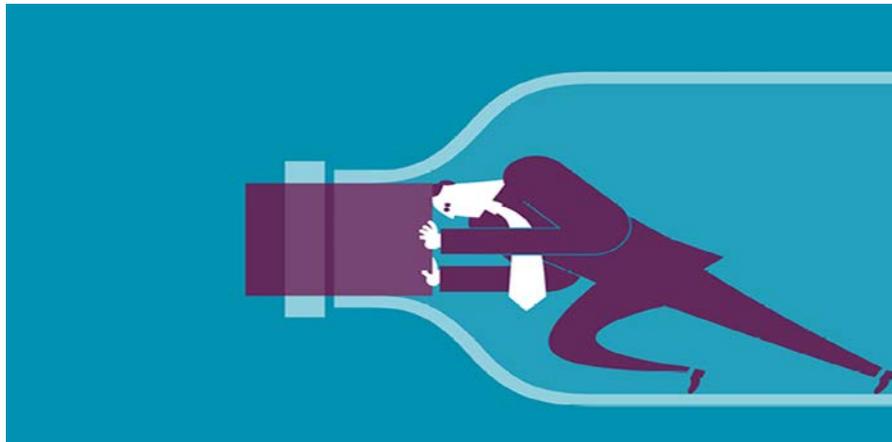
- Desk research and analysis of the key documents, interviews MoF and NRC
- Budget planning process in Macedonia:
  - a) The process starts by adoption of the Strategic priorities of the Government. The adopted priorities are further reflected in the strategic plans of the budget users, as well as in their budget requests.
  - b) “Bottom-up” approach in the annual budget planning process
  - c) Multiple programs for implementing the activities for Roma society in the Budget of the Republic of Macedonia (Ministry of Culture, Ministry of Labor, Ministry of Education, Ministry of Health, Ministry of Transport and Agency of Employment)

# I. Overview of the reports (con.):

## Weaknesses:

- a) Weak program budgeting that disable Ministry of Finance to have clear information (on sectorial level) for the realization of particular strategy and the achieved outcomes (same as Montenegro)
- b) Poor planning of the funds for implementation of the National/Local action plans, poor implementation of the Local Action Plans, insufficient coordination on local level
- c) Insufficient knowledge of the budgeting regulations by the Roma population

## II. Bottlenecks:



### 1) Underdeveloped system of prioritization, planning, execution and monitoring

- Dysfunctional mechanism for connection of the: strategic priorities (strategies) - budget planning process (action plans) - budget execution (implementation) – reporting, monitoring and evaluation (following)

### 2) Institutional instead of sectorial approach

- Weak cooperation and coordination between the relevant stakeholders (Government/PM Office; Ministry of Finance; National Roma Coordinator/Ministry of Human and Minority Rights/Ministry of Labor and Social Policy; Sectorial LM; Other institutions/Agencies)
- Insufficient human and operational capacities for good strategic planning, dealing with specific types of budgeting, as well as for consistent implementation of the planning documents (incorrectly set goals and inadequate indicators)

### III. Recommendations:



- 1) Strengthening of the budget planning process (correct implementation of the program budgeting concept)
- 2) Setting clear and precise responsibilities for each of the stakeholders in the budget planning process (with special focus on Roma responsive budgeting), clear rules, procedures and channels for inter-institutional cooperation.

#### **The budget cycle with respect to the Roma responsive budgeting should look like:**

- **Correctly specify the strategic goals:** Government/PM Office; National Roma Coordinator/Ministry of Human and Minority Rights/Ministry of Labor and Social Policy; Ministry of Finance
- **Define appropriate short and medium term actions and measures for successful achievement of the strategic goals:** National Roma Coordinator/Ministry of Human and Minority Rights/Ministry of Labor and Social Policy; Sectorial LM

### III. Recommendations (con.):

- **Appropriate budget planning and allocation of funds:** Ministry of Finance; Sectorial LM; National Roma Coordinator/Ministry of Human and Minority Rights/Ministry of Labor and Social Policy
- **Successful implementation of the defined actions/measures:** National Roma Coordinator/Ministry of Human and Minority Rights/Ministry of Labor and Social Policy; Sectorial LM; Other institutions/Agencies
- **Reporting for the implementation of the defined measures/action plans and realization of the allocated funds:** National Roma Coordinator/Ministry of Human and Minority Rights/Ministry of Labor and Social Policy; Other institutions/Agencies; Sectorial LM; Ministry of Finance
- **Evaluation:** National Roma Coordinator/Ministry of Human and Minority Rights/Ministry of Labor and Social Policy; Government/PM Office

## IV. Preconditions:

### 1) Political will

- Strong determination for improvement on political and administrative level (the commitment of the public administration is crucial)

### 2) Allocation of funds for implementation and capacity building

- It costs money (adequate IT support; new employment; training and education)

### 3) Long-term (systematic) approach

- It takes time