

The decision-making process in the Republic of Moldova through public administration Reform

Procesul decizional prin prisma reformei administrației publice din Republica Moldova

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REZUMAT

Articolul examinează unul dintre obiectivele prioritare ale guvernării - cel al consolidării structurii și proceselor la nivelul administrației naționale, regionale și locale prin intermediul descentralizării puterilor, cu accentul pe necesitatea dezvoltării unui sistem eficient de administrare pe mai multe niveluri bazat pe o diviziune clară, transparență în procesul de luare a deciziilor.

Cuvinte-cheie: proces decizional, administrație publică, reformă, parteneriat, transparență.

SUMMARY

The article examines one of the priority objectives of governance, the consolidation of the structure and processes at the level of the national, regional and local government through decentralization of powers, with a focus on the need to develop an efficient multi-level management system based on clear division of transparency through the decision-making process.

Keywords: decision-making process, public administration, reform, partnership, transparency.

In the Republic of Moldova, the need to respond to on-going structural changes in the economy and society has been reflected in the public administration environment since the 1990s. This brings with it the need for changes in the functioning of public administration on both national and local levels. It involves the decentralization of the decision-making process [1], the implementation of smart public administration principles, the digitization of public administration [2], the reform of the

territorial structures of public administration, changes in the composition and focus on the activities of central administration agencies, an emphasis on quality management as well as greater public involvement in public administration etc. [3]

In the Republic of Moldova, the reform was initially associated with the restoration of the independent position of municipalities in the 90s when the membership in the Council of Europe and the declaration on sharing the European Charter of Local Self-

governing principles brought this process to its end. [4]

The current effort to reform the central administration by reducing the number of ministries and regrouping agendas in order to strengthen the functional relations and synergies in governmental decision-making is directed towards the current form of central government and even corresponds to the longer-term considerations mentioned above about changing the organization of Republic of Moldova agendas.

The major change that had to be made by the territorial public administration, in its next wave at the beginning of the millennium, sought to deepen decentralization by transferring more competencies to the local government.

In the case of the large European states (for example, the change in the system of regions since 2016 in France), in the past decades, administrative reforms have led to the creation of functional, internally integrated regions with a population size of over 1 million. The point was to create economically strong units that would be capable of autonomous development of their economy and the coordination of development activities within the entrusted regional territory (business, research, education, transport infrastructure etc.).

Moldova is participating in the discussion on a new division of its territory. Now, the Republic of Moldova is divided into 35 districts (large cities). Considerations on the possibility of the decentralisation of the decision-making processes from regions to the above-mentioned units have emerged during meetings with public administration representatives.

The way to adopt "softer" measures by means of the support of inter-municipal cooperation may be recommended to Moldova, taking into account the situation in the territory (the public administration structure and number of municipalities)

when addressing the decentralisation and participation on the local level as defined in the *"Action Programme of the Government of Republic of Moldova for 2016-2018"*. [5]

In addition, to the above argument the decision to go this way is based on the fears of the representatives of small municipalities that they would lose their local identity and the influence on local decision-making would weaken. Decision-making powers are not fully delegated to another entity, administrative territorial units will keep at least some indirect control over decisions. Given the above, the inter-municipal cooperation may be defined as any agreement between two or more municipalities or, as the case may be, the jointly implemented and organised execution of services.

At the same time, based on the European Charter of Local Self-Government, the principle of subsidiarity must be fully applied in the Republic of Moldova, as the tasks in a separate local government competence are dealt with at the lowest possible level. I would like to remark that a proper tool for the reinforcement of the partnership between the central government and local self-governing bodies are regular meetings of representatives of municipalities and the central government.

Evaluation, in the decision-making process includes one of the key steps. The purpose of the evaluation is to establish qualitative administrative acts for effective and democratic governance. The objective of the evaluation is to create source documents for further decision making processes. [6] Making use of knowledge from the evaluation process is closely related to the feedback mechanism.

The issue of the reform of Moldova public administration is accepted in official documents where this topic is one of priority ones. The key objective in this field is to reinforce the capacities of institutions

and human resources on the level of central and local authorities. The organisation of specific objectives clearly indicates that the issue of the structure and process on various levels of the administration is a current topic. One of the specific objectives is to reinforce the structure and pro-

cesses on the national, regional and local administration level by means of the decentralisation of powers with an emphasis on the need to develop an efficient system of multi-level administration based on a clear division of powers through transparency in the decision-making process.

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