

RESEARCH ON ECONOMIC POLICY IMPLEMENTATION & MANAGEMENT  
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<b>Name:</b>	MARGARET RUDD MOODIE
<b>Date of birth:</b>	26 January 1946
<b>Nationality:</b>	British
<b>Qualifications:</b>	BA English First Class Honours University of Bristol 1968 Diploma in Health Service Management Institute of Health Services Management (South Bank University) 1974 Masters in Public Administration John F Kennedy School of Government, Harvard University 1987
<b>Membership of professional organisations</b>	Institute of Healthcare Management Chartered Institute of Management
<b>Languages:</b>	English fluent; French fair
<b>Countries of work experience:</b>	Albania, Estonia, Romania, Russia, Bulgaria, Macedonia, Czech Republic, Moldova, UK, Belgium
<b>Professional experience:</b>	
<b>1997 – present</b>	Independent Consultant, Associate of REPIM
<b>1997 – 1999</b>	Long-Term Senior Expert, Phare Consensus Programme
<b>1992 – 1996</b>	Senior Lecturer Department of Social Policy and Social Work, University of York
<b>1987 – 1996</b>	Senior Civil Servant: Department of Social Security
<b>1973 – 1986</b>	Senior Civil Servant Department of Health
<b>1969 – 1973</b>	National Health Service Manager The London Hospital

**Margaret Moodie** has extensive experience of providing policy advice to governments throughout a civil service career (23 years) in UK and when acting as consultant to overseas Ministers and civil servants (8+ years). Her wide-ranging experience covers the whole of the policy cycle but with a special emphasis on implementation issues and the building of institutional capacity. This experience comes from work on management and implementation projects in Departments of Health and Social Security in UK; the Consensus programme; several projects in transitional countries; and professional and academic study. In particular, she has detailed knowledge of the operation of planning and implementing social policy. Her work in this regards has involved explicit attention to issues of sustainable finance and the financial consequences of devolution and the development of ministerial budgets to reflect policy and plans.

Over the past 5 years Margaret Moodie has worked in developing the budget formulation function in line ministries in Albania particularly the Ministry of Labour and Social Welfare. She has recently written hands-on Guides for the Ministries of Justice and Labour and Social Welfare for their budget preparation process. Each Guide is designed to facilitate the MTBP preparation in each line ministry and includes practical explanations, with regards to defining policy goals, objectives, standards, outputs & activities and, clear examples of core performance indicators related to the policy area/programme. As well she has the lead on producing Internal Rules and Procedures for Ministries in conjunction with the overall MTBP Manual

As a University lecturer of courses in *Management of Change*, *Current Themes in Public Management*, *Policy Analysis*, *Managing the Public Services*, *Health Service Reform* and course director for MA in Social Security Management, specialist MA in public policy and management for practitioners in social security (curriculum design, course management, recruitment), she has wide experience in transmitting knowledge.

Ms. Moodie has sound knowledge of EU social policy gained while working for the Consensus programme and for the Action Centre for Europe and, especially, project work in accession countries. She has experience of working with a wide range of professional colleagues and excellent drafting skills.

Highlights of Ms. Moodie's career are presented below.

Albania – Sector Guides and Rules Manual for Budget Preparation. As part of the Supporting the Ministry of Finance, Line Ministries and the Department for Strategy and Donor Coordination for Strategic Plans Development, the Implementation of Medium Term Budget Program, Public Investment and Monitoring Project produced Sector Guide for Ministries of Justice and Labour and Social Welfare and coached the Ministry team in budget preparation. Produced the internal rules and procedures for all Ministries in conjunction with the overall MTBP manual.

Albania – Public Finance Specialist. As a member of the Strengthening Public Expenditure Management (SPEM) 3 team, worked as a sector specialist with Ministry of Finance Budget Department., line ministries (Labour, Foreign Affairs, Defence, Justice) on implementation of programme budgeting under MTEF, as well as ministerial change management. Also lead member of the SPEM team in developing the monitoring process.

Albania – Social Policy Advisor Ministry of Labour and Social Affairs Main areas of responsibility: advice and support to senior officials on the development of capacity for the development of policy within the Ministry, with a special emphasis on budget processes.

Moldova – Team Leader on Local Level Social Assistance Mechanisms and Social Assistance Expert on Building Capacity to Develop and Implement Policy in Ministry of Labour and Social Protection. Main areas of responsibility: contribute analytical support and skills transfer so that the MLSP acquires the capacity to carry out analysis and option appraisal in support of the Government of Moldova's poverty reduction strategy and in order to achieve better targeting of benefits; and Institutional appraisal.

Czech Republic – Development of policy and implementation of social services. Project team leader and expert on project providing support to the development of policy and implementation of social services for Ministry of Labour and Social Affairs. Main areas of responsibility were to develop and maintain good working relationships with partners in Ministry and provide leadership to project; Personal responsibility for design and implementation of one module (of 3) on developing the Ministry of Labour and Social Affairs as a strategic policy centre (policy development, strategic management, planning, financial management)

Ukraine – Advice to Ministry of Labour and Social Policy. Developed the design of sub-project to meet client's needs in taking forward recommendations of an organisational review. Planned, supervised and implemented project activities on development of capacity to undertake strategic planning and evaluation and development of services for disabled people.

Belgium – Phare Consensus Programme Maintained close contact with, and provided advice to, Bulgaria, Romania, Albania and Macedonia and assist in identifying needs, drafting Terms of Reference for projects; Designed and wrote Terms of Reference for multi-country projects (on financial management and communications strategy) and Evaluated project proposals and monitoring project implementation. Project management and project evaluation

Bulgaria – Training. Participation in seminars for civil servants in and on subject of the policy cycle

Romania – Training. Participation in seminars for civil servants on subject of the policy cycle

Estonia – Training. Participation in study week for civil servants in on strategic management and project management

UK – Report on the international experience of social security reform. Examined the origins, content, process of and impediments to reform in 17 countries. (client ILO)

UK – Report on 'Social Europe: Risk or Opportunity' (client Action Centre for Europe)

### **Publications**

*The Business of Service: the Report of the Regional Organisation Scrutiny* DHSS 1988 (with Neville Mizen, Robin Heron and Bob McKay)

*The Other Oxfordshire* Oxfordshire Community Foundation, 1997

*Comparative Social Assistance: Localisation and Discretion* Ashgate 1997 (with John Ditch, Jonathan Bradshaw, Jochen Clasen and Meg Huby)

*Social Europe: Risk or Opportunity (report by the ACE working group (the Partridge Enquiry))* Action Centre for Europe, 1998