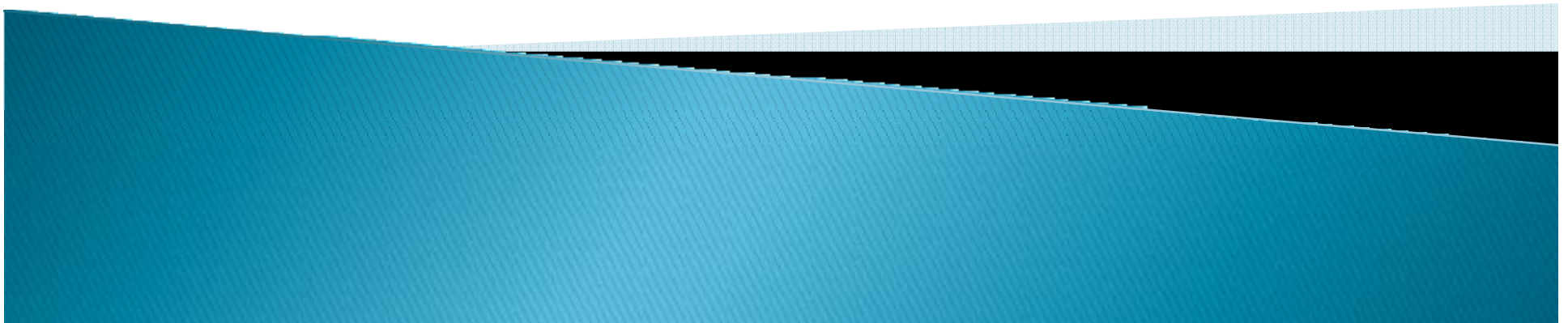




RD Support Systems



Institutions *(Stakeholders view)*

1. **Low level of political awareness** – None of the Western Balkan countries did develop (nor does implement) a sustainable rural development policy
2. **Weak (or not established) inter-ministerial cooperation in rural policy; Convergence with other policies**
3. **Poor administration capacities** – most countries currently try to prepare institutions and legal framework in order to become eligible for EU pre-accession support without enough skilled staff, equipment.
4. **Budgetary resources for agriculture are low; they are well below agricultures shares in employment and GDP**
5. **Weak understanding of EU concept** – no integral approach, or programming structures; input subsidies as RD policy?
6. **Information flow is slow– Well-targeted public information campaigns are missing**

RD Support Institutions–Bulgaria

- ▶ In accordance with Art. 11 and 15 of Council Regulation (EC) № 1698/2005 and Art. 2g of the Bulgarian Support of Agricultural Producers Act, the responsible body for the preparation of the rural development policy documents for the period 2007 – 2013 (incl. NSP and RDP) is the Ministry for Agriculture and Food (MAF).
- ▶ The Managing Authority (MA) designated by Bulgaria in accordance with Art. 74(2)(a) of Council Regulation (EC) No 1698/2005 is the Rural Development Directorate within MAF
- ▶ With relation to the latter, it should be noted, that for the measures from Axis 4 LEADER of RDP the controls in Bulgaria are shared between the Managing authority and the Paying Agency.

Bulgarian central RD support system

**Rural
Development
Directorate**

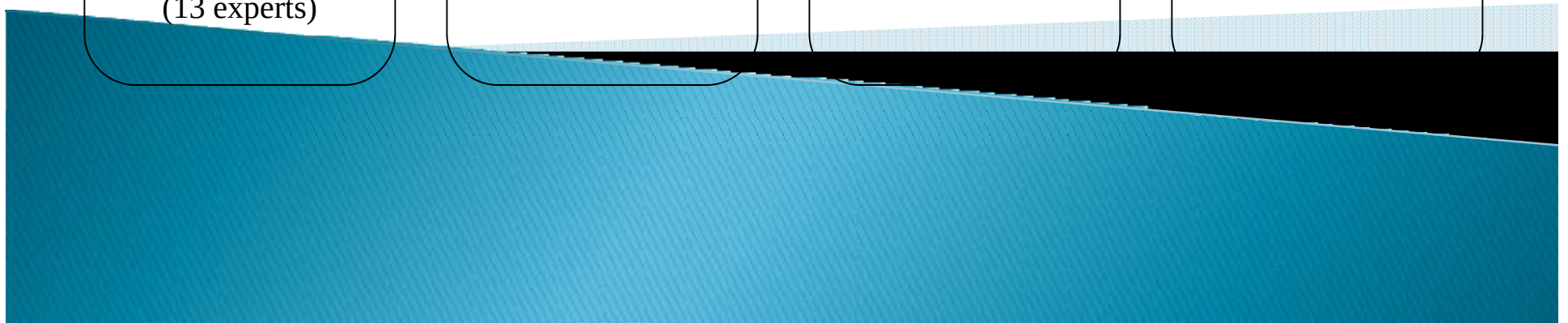
(50 experts)

Unit 1
**Programming,
coordination,
monitoring and
evaluation**
(13 experts)

Unit 2
**Competitiveness of
the agricultural and
forestry sector**
(12 experts)

Unit 3
**Agri environment
and less favoured
areas**
(11 experts)

Unit 4
**Rural areas and
local initiatives**
(12 experts)



Bulgarian CAP Management Structure for years 2007-2013.

Competent Authority – Minister of Agriculture and Food

1. Issues the Paying Agency's accreditation.
2. Designates the Certifying Body.
3. Monitors and controls the compliance of the Paying Agency's work vs. the accreditation criteria.

Competent Authority Administration - Directorate for Monitoring and Coordination of the Paying Agency (Ministry of Agriculture and Food)

Assisting the Minister concerning the coordinating and control of the Paying Agency and Managing Authority activities

Managing Authority of RDP– The Rural Development Directorate (Ministry of Agriculture and Food)

Managing Authority ensures:

1. Development of programming documents about RD and their coordination with EC;
2. Monitoring and evaluation of RDP;
3. Publicity of RDP;
4. Implementation of some measures (TA+Leader).

State Fund “Agriculture” - Paying Agency

Main units: Headquarters; Regional paying units; Regional implementing units; Regional control units

Implementation of 1st Pillar of CAP

Implementation of 2nd Pillar of CAP- Rural Development

Certifying Body

Consultation and dissemination of information in Bulgaria

- ▶ The information activities:
 - Potential beneficiaries;
 - Economic and social partners;
 - Trade and business organisations;
 - Regional, local and public authorities;
 - Non-governmental organisations, including environment protection groups and organizations promoting gender equality and non-discrimination;
 - Consultants;
 - Media;
 - The general public.
- ▶ Provided for transparency and inform of the opportunities offered by the RDP, and of the procedures and requirements for gaining access to RDP funding, particularly isolated groups

- Seminars, courses and trainings of trainers
- Information seminars
- Lectures
- Printing of information materials

- ▶ Mass media

Information flow

Information Points

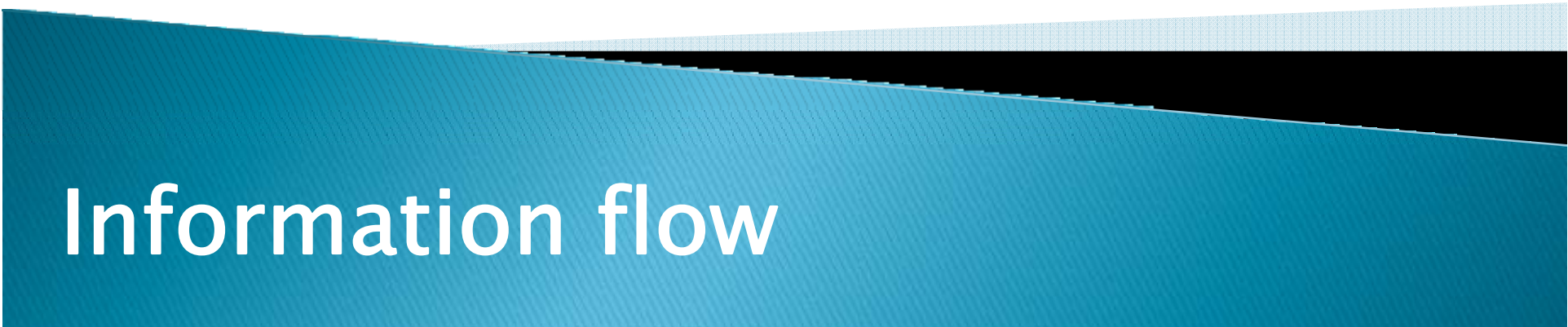
- ▶ People interested in gaining more information related to the possibilities offered under the RDP and its implementation process have access to assistance, in the form of information materials and expert consultations, through:
 - a special information desk (on the Common Agricultural Policy) within MAF and through the
 - Regional/municipal offices of the ministry, agriculture advisory service and the paying agency.

Information flow

Project Rural Network and Leader (2006–2008) – UNDP & MAF

- ▶ Contributing to the decentralization, good local management, building social capital and decreasing the poverty in the rural areas of Bulgaria by **providing support in the preparation of the country to utilize funds** from the European Agricultural Fund for Rural Development after the EU accession.
- ▶ Increasing the interest and the capacity of the communities and the interested parties in the rural areas to plan and use financial resources by networking and by developing and implementing integrated local development strategies.
- ▶ Project was intended to increase inter municipality cooperation, including public–private partnerships.
- ▶ In addition the project builds on the work of the Foundation for Reform of the Local Self–government in relation to the establishment of a *National Network for Rural Development*.

- ▶ 50 moderators from all 28 administrative regions of the country were trained in 5 different modules to support the activities on the animation of the local communities and organizing, establishing and strengthening of the LAGs.
- ▶ The international exchange of experience under Leader was finalized when carrying out travelling workshops in Greece/Turkey – 54 people, Finland – 9 people and Hungary – 4 people. The trip to Finland was aimed at studying the local experience under Leader.
- ▶ Various workshops; also an international specialized workshop *Remote Rural Areas and Leader – Means for Animation and Innovation* was organized as well. The experience of Finland was studied and visits on the spot were organized to familiarize with the experience of the Finnish rural development network and the projects implemented under Leader.



Information flow

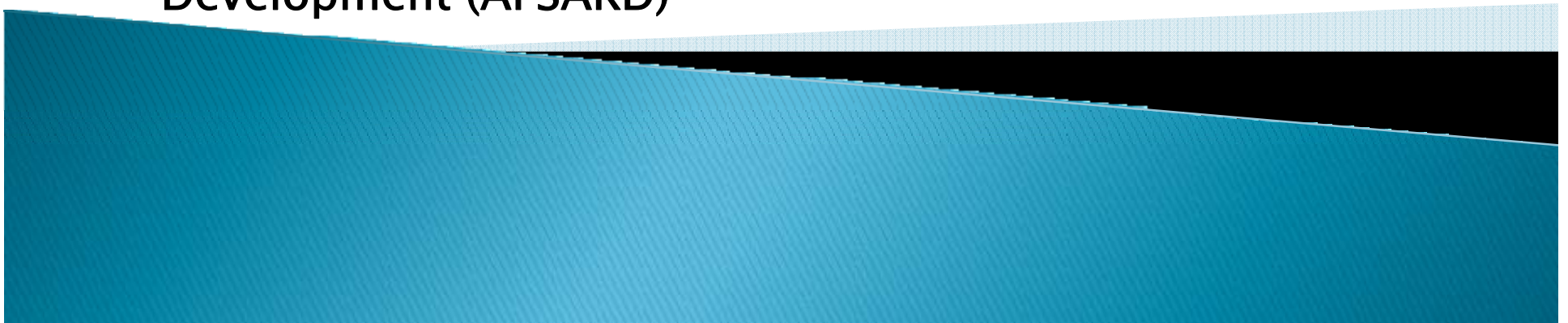
Project Teams on Wheels between the National Agricultural Advisory Service, MAF and UNDP

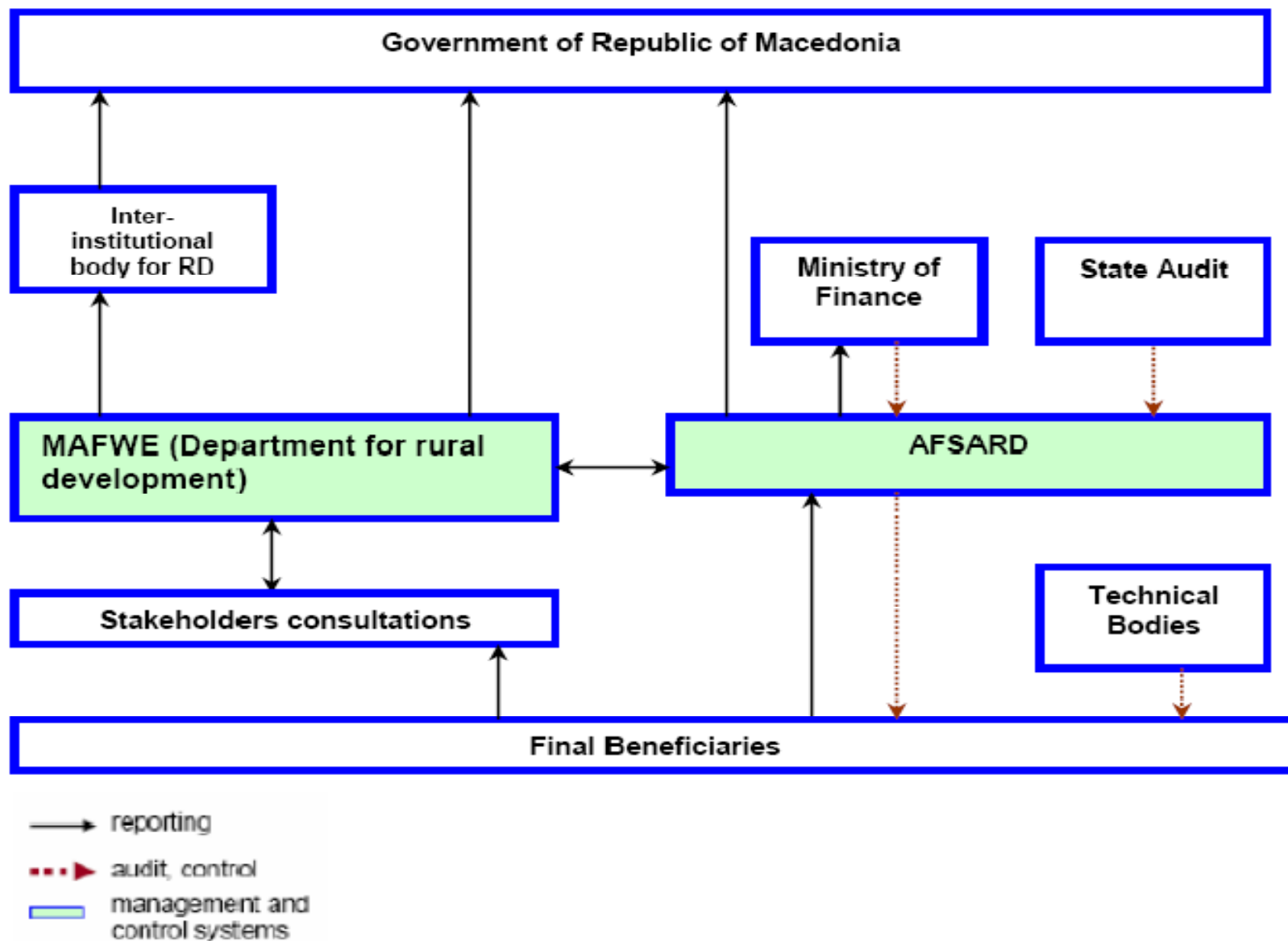
- ▶ This project is testing a model of partnership between the regional offices of National Agricultural Advisory Service (NAAS) and the business centres of UNDP *JOBS* project in 6 administrative districts: Vidin, Pazardzhik, Turgovishte, Haskovo, Yambol and Bourgas.
- ▶ Mobile teams composed of *JOBS* experts, NAAS experts and external consultants will provide the agricultural producers and entrepreneurs from the rural areas with timely and meeting their specific needs services: general and specific information, business development and financing, agricultural advice, registration of the agricultural producers

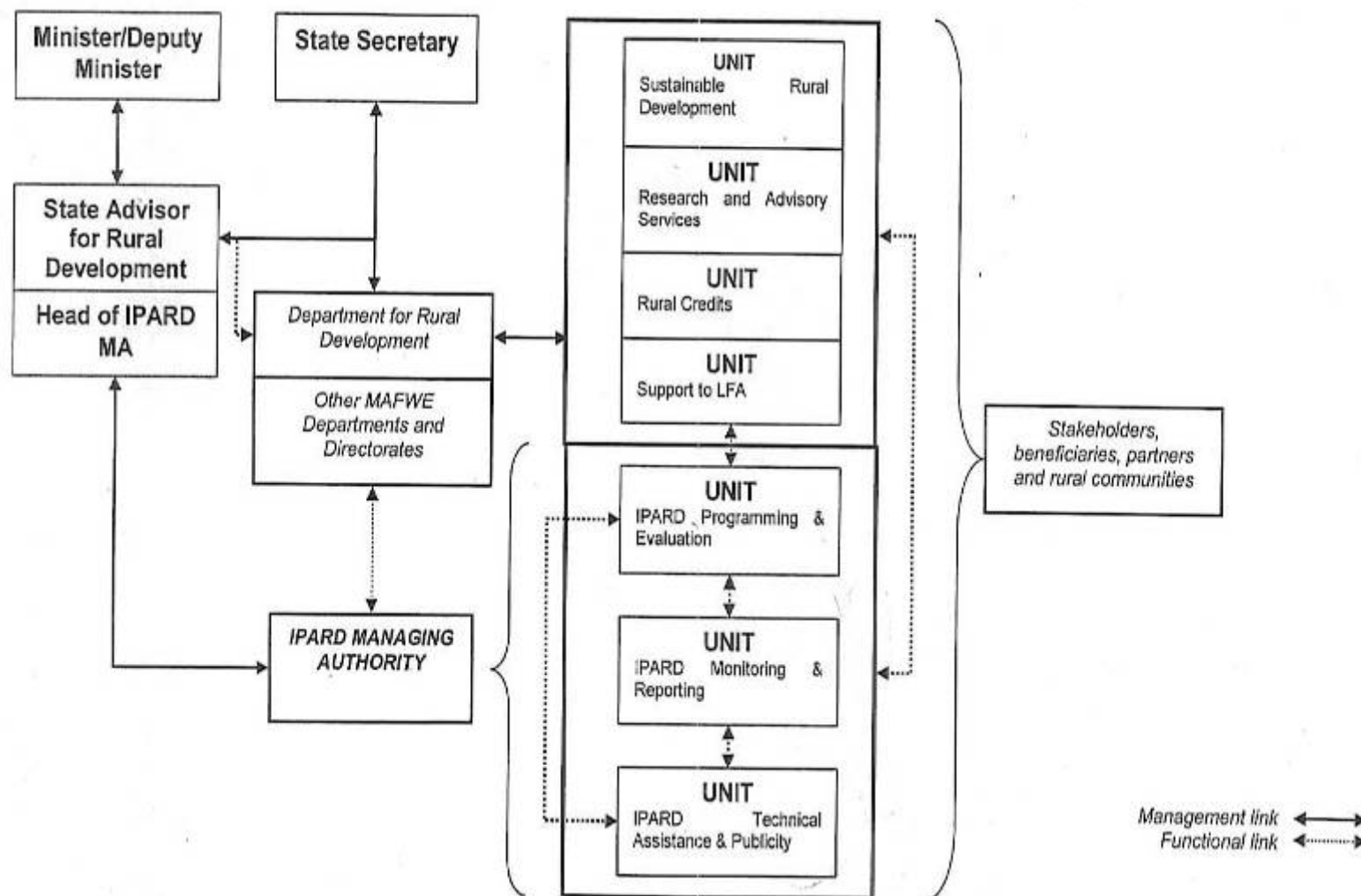
Information flow

Macedonia

- ▶ MAFWE has been designated as the **Managing Authority** of the IPARD programme and made responsible for setting up the AFSARD (IPARD paying agency)
- ▶ **Department for Rural Development**
Established for the purposes of preparation and implementation of the National Programme for rural development as well as IPARD
- ▶ **Inter Institutional Coordination Body**
- ▶ **Agency for financial support in Agriculture and Rural Development (AFSARD)**







Inception Report, February 2009

Support to IPARD Preparation Project (SIPP)

An EU-funded project managed by the EC Delegation in Skopje

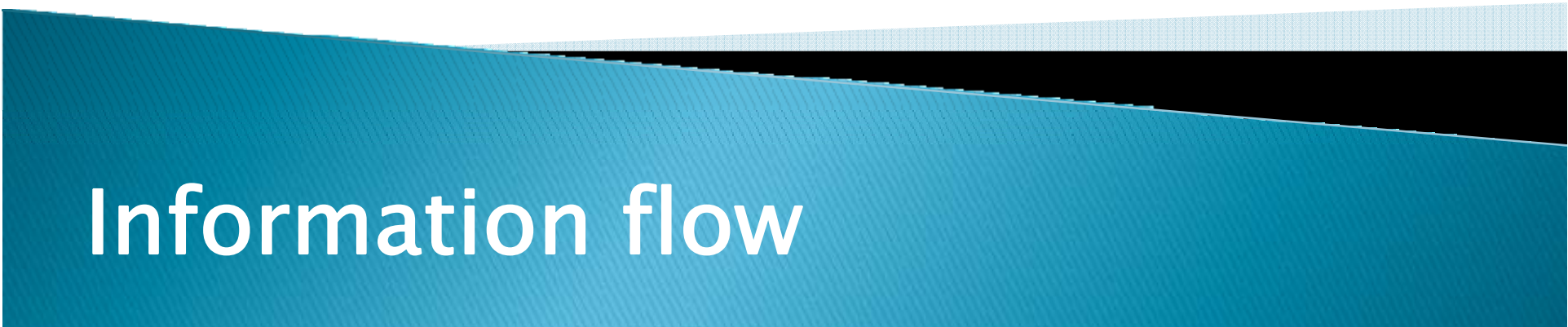
Macedonia

- ▶ NRDP – National support to rural development
 - MAFWE has been organizing number of round-table discussions, consultations, professional events, fairs, meetings and lectures.
 - Target: Beneficiaries and the general public.
- ▶ The relevant information is available to the general public in the following main forms:
 - TV shows and commercials – describing specific programmes
 - The press: advertisements, press announcements and press conferences;
 - The public: seminars, conferences and exhibitions;
 - Printed publications describing specific programmes;
- ▶ MAFWE disseminates comprehensive information about the possibilities and the importance of IPARD programme pre-accession aid.
- ▶ EU pre-accession aid explained in:
 - numerous articles
 - daily press and professional journals, and
 - radio and television programs.

Information flow

- ▶ MAFWE as Managing Authority will continue to deliver information to potential beneficiaries, professional organizations and the general public about new developments and the current aspects of financial assistance available within this program.
- ▶ The publicity shall involve particular:
 - informing potential beneficiaries and professional organizations of the support available;
- ▶ informing the general public of the Community' role in relation to the support.
 - informing on the potential environmental impact

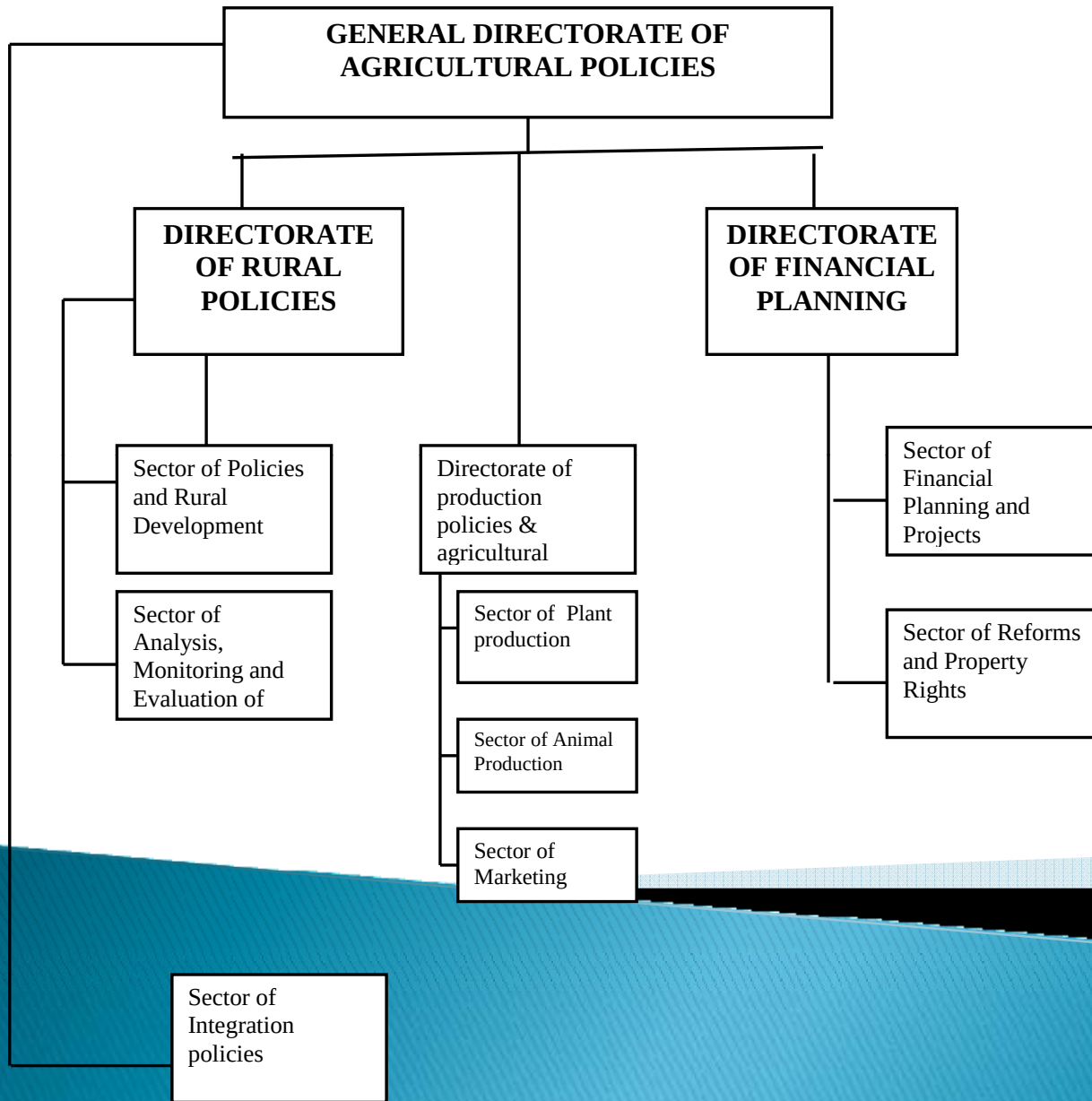
- ▶ GRM project – local strategies
- ▶ NGOs initiative for networking
- ▶ Lack of coordination and communication between stakeholders;



Information flow

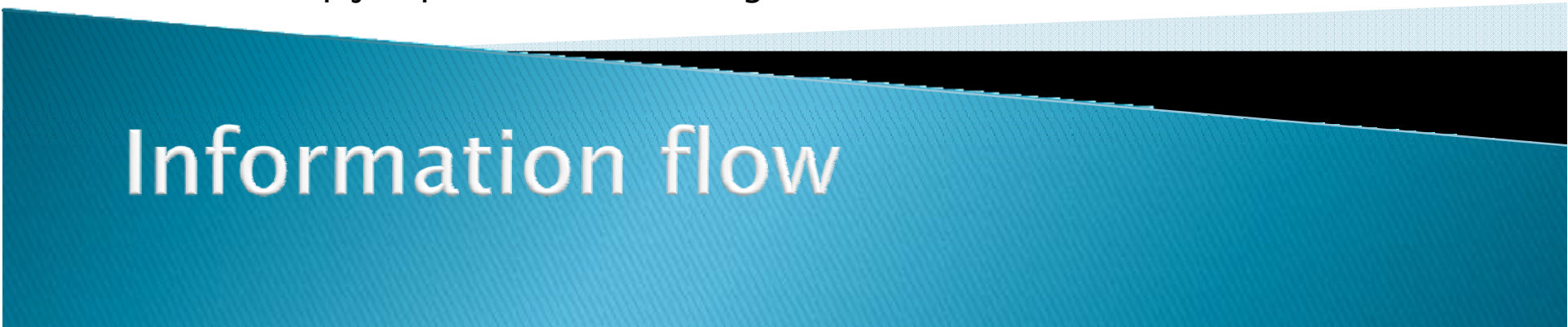
Albania

- ▶ MoAFCP is the main institution that is involved to develop policies and the regulatory framework for agriculture, and consumer protection. Administratively, agricultural and rural development policy in Albania is set at national level. The implementation of policies is based on the Sectorial strategy for Agriculture and Food.

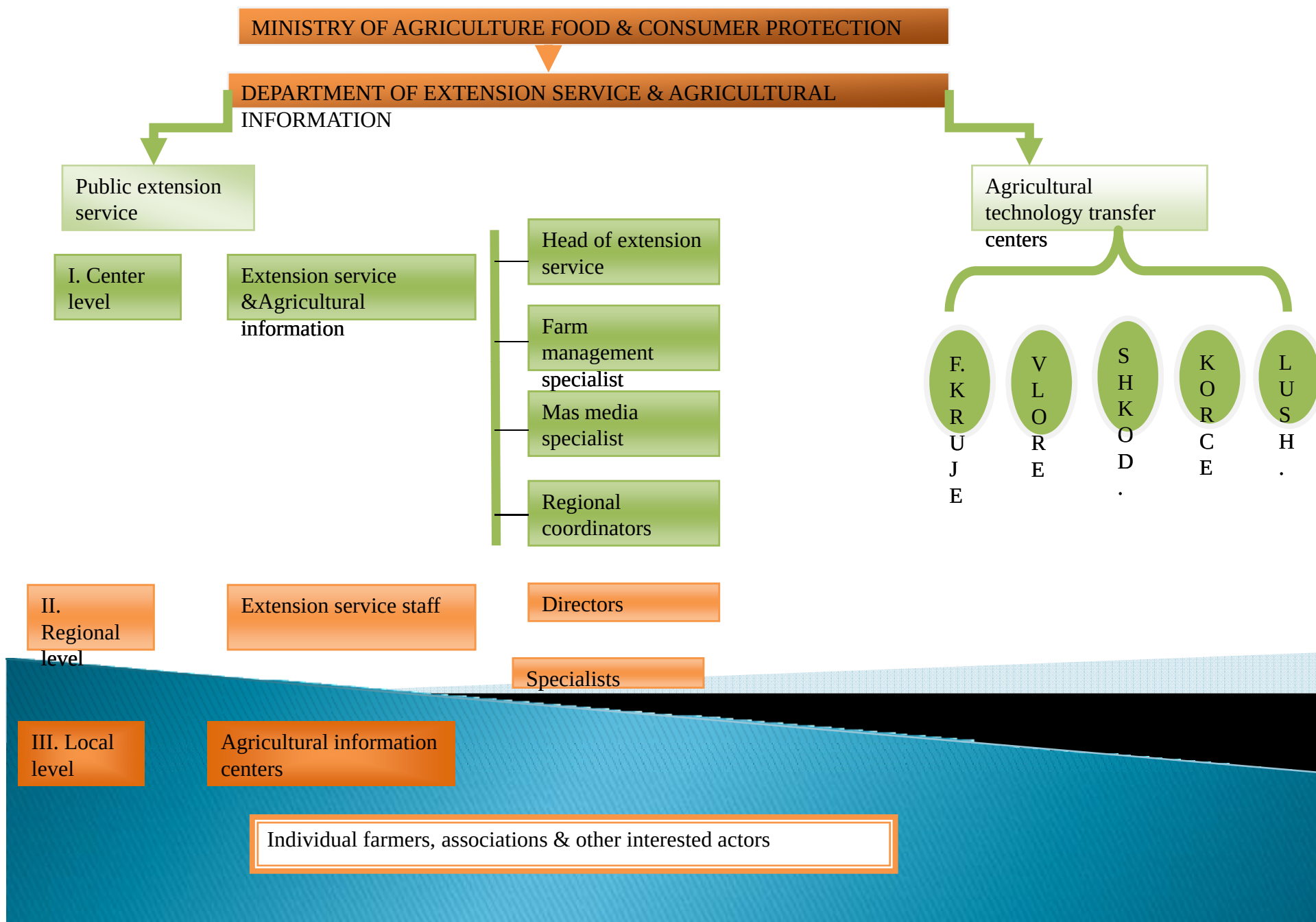


Albania

- Capacities remain weak at the local and the central levels. It will be extremely important to increase capacities on all levels, especially on the local level, and to efficiently allocate responsibilities.
- The main priorities of capacity building and decentralization are to:
 - Streamline support services and training for local level staff and make services more client oriented through a restructuring of the incentive base (bottom up rather than top down),
 - Attract high skilled staff for positions in the civil service through increased job security and more attractive salary packages,
 - Develop job profiles and training needs based on this identification.



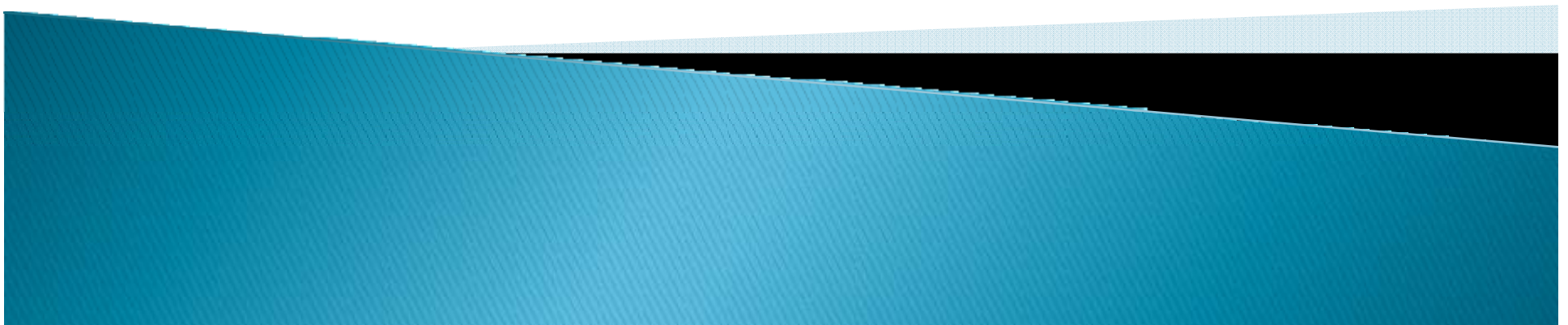
Information flow



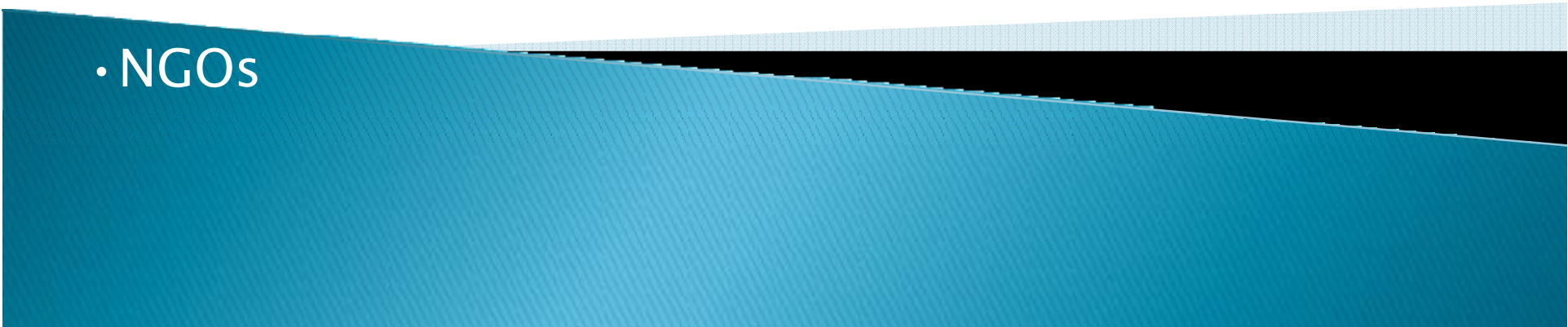
BODIES TO IMPLEMENT FUTURE POLICIES*

- ▶ The unit for rural development within the Ministry of Agriculture is in charge as Managing authority.
- ▶ A Paying Agency has to be established in order to provide implementation of agricultural and rural development policy.
- ▶ The Agency should be established as a body within the MAFCP.

*Assistance of IPA and WB



Montenegro RD Support System

- Ministry of agriculture, forestry and water management
 - Agriculture advisory service
 - Other state bodies such as employment bureau etc.
 - Local administration
 - NGOs
- 

Montenegro

▶ MAFWM

- Through electronic and printed media and Ministry website. The other most common are:
- Field visits to municipalities, villages, shepherds settlements and households.
- Communications for reporters including field presentations
- TV program “Agro knowledge”, RTCG,
- TV program „The village and agriculture” Radio CG
- Participation in specialised programs on state and local electronic media
- Regular communication with printed media
- Regular upgrade of the web site
- Active support from the Governmental Bureau of information

Information flow

Montenegro

► Agriculture advisory service

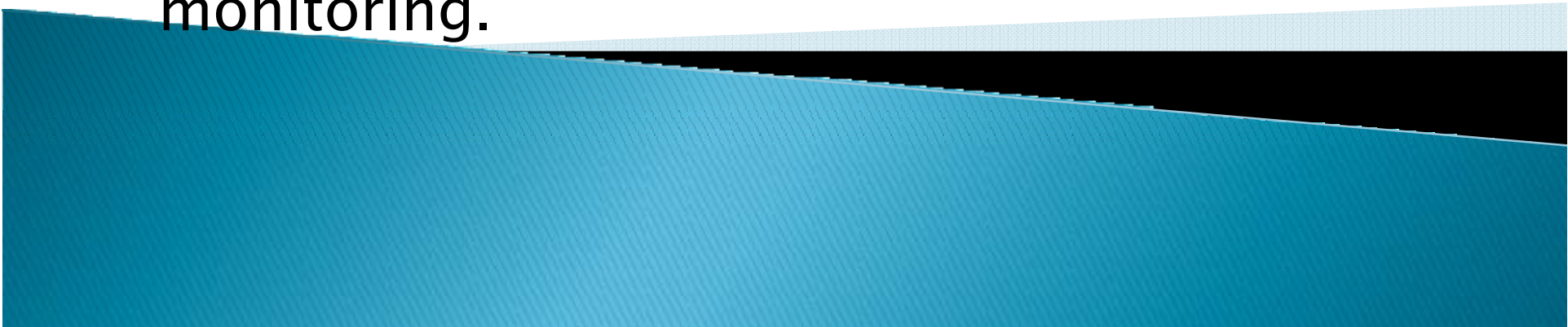
- Assistance with implementing measures for livestock and plant production

► NGOs

- Monthly or periodical magazines from diverse branches of agriculture (Eko hrana, Pčelarstvo...)
- Up to 2008 magazine „Agrokultura“ was regularly issued reaching through dairies about 3000 farmers.
- Elektronski bulletins of few NGOs distributed over mailing lists
- Since country is small and families ties strong information flow is strong.

Montenegro

PREPARATION FOR FUTURE IMPLEMENTATION OF IPARD ESTABLISHING AN EU IPARD COMPATIBLE RD UNIT, WB

- ▶ Strengthening MAFWM's rural development program;
 - ▶ Strengthening MAFWM's administrative and management capacity in accordance with EU pre-accession requirements; and
 - ▶ Project management, administration and monitoring.
- 

Serbia

▶ MAFWM

- Dissemination of information on available financial and technical support from the MAFWM to agricultural producers, churches/monasteries, NGOs, civil associations, cooperatives and local authorities conducts through different public media: TV, radio, newspapers and official website of the MAFWM where the latest news can be found.
- MAFWM publishes every year the *Agricultural Information Journal*, which contains information on application conditions, procedures and deadlines for every regulation on subsidies and credits of the MAFWM for the current year. Every registered agricultural household gets the Journal on the address by mail.

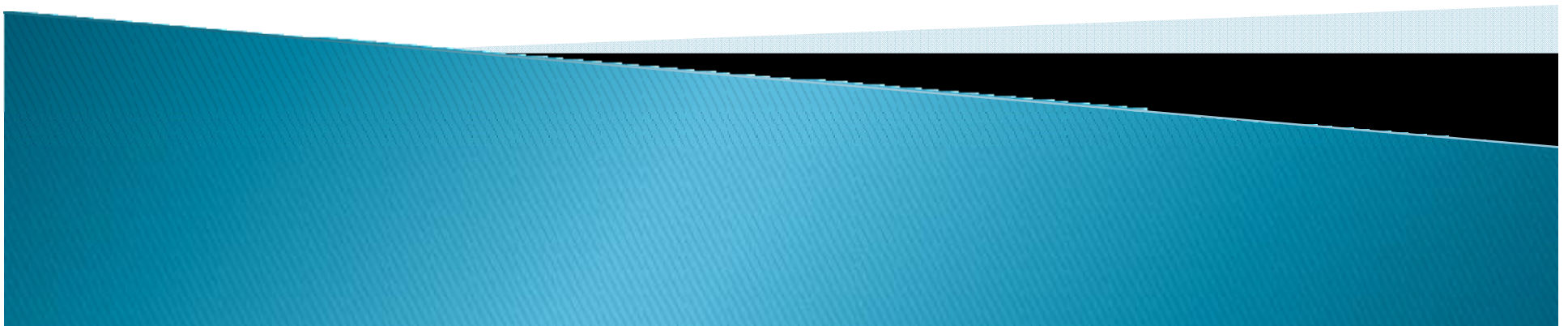
Rural Development Support Network

- The network for rural development, well equipped and financially supported by the MAFWM, is very strong system for dissemination of information about subsidies and rural development grants. Regional and local centers of the Network serve as the basis for sharing information on available support from the MAFWM, provide regular assistance to beneficiaries to deal with applications, offer information on other MAFWM services, such as farm registration points, advisory services, other projects, measures and activities of MAFWM, legislation etc. The interactivity is provided through participatory assessments and mappings of resources in villages and through active formation of local action groups to start doing local rural development strategies and creation of initiatives of communal interest. The network has **11 regional centers** and **129 local centers** in different municipalities made of mainly NGOs

- ▶ During 2008, the network organized **information campaigns** on agricultural and rural development subsidies and credits of the MAFWM in 60 municipalities, where centers existed in that time. Employees of the MAFWM, responsible for creation and implementation of particular regulation, participated in **public information workshops** (similar to Bulgarian “Teams on Wheels”)
- ▶ for agricultural producers to present application process and to answer on possible questions. Logistic support to these events has been provided by the RD network center in every municipality. Review of applications on different concurs and regulations showed significant increase of number of applications from municipalities covered by information campaign. This practice will be continued during 2009, but now almost the whole territory of Serbia can be covered.

Information flow

- ▶ Besides top-down dissemination of information on support provided by the MAFWM to agricultural producers, very important task is **bottom-up dissemination of information** on the whole socio-economic system of every rural community. One of the main tasks of the network for rural development is establishing of ID village cards, resource maps, creation of options etc. using PLA/PRA methodology, which will result with comprehensive databases on local strengths, weaknesses, opportunities, threats and needs of rural community as baseline for participatory planning and programming by the MAFWM.



RD Support Institutions–Serbia

Ministry of Agriculture, Forestry and Water Management
of the Republic of Serbia (MAFWM)

Sector for Rural Development

Division for state agriculture land management

Department for agriculture land protection, management and use

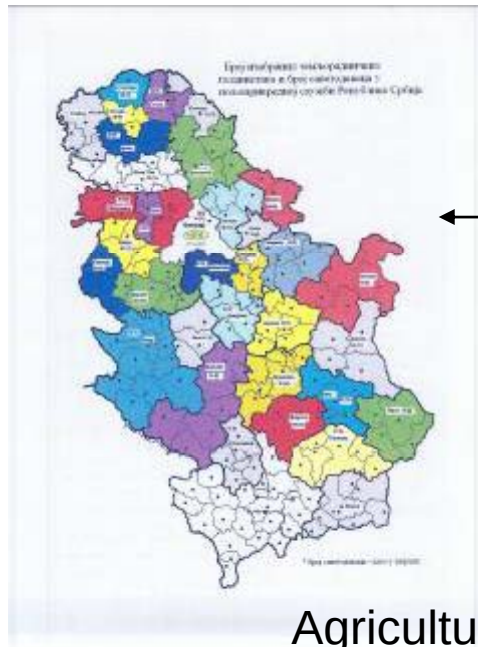
Division for rural development support

Group for rural development
programming

Group for rural development monitoring

Group for administrative support to rural
development

Group for extension services

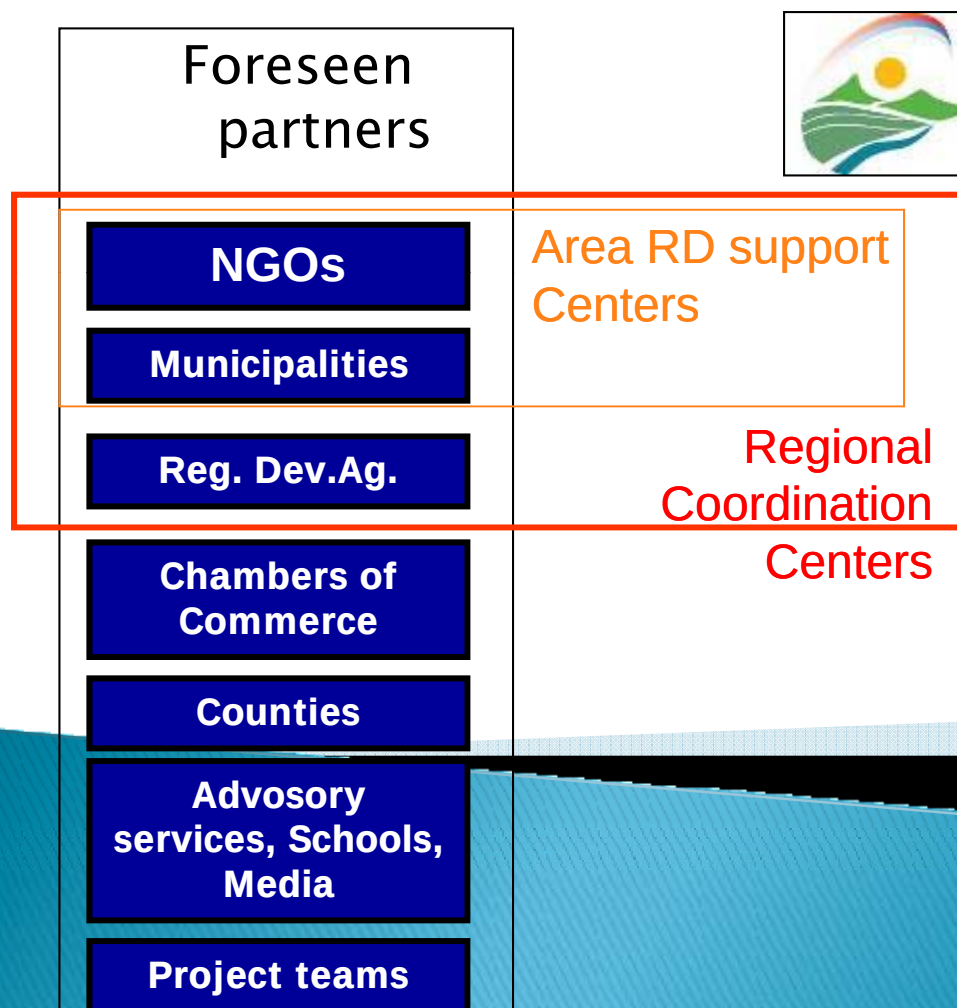


Agriculture Advisory Service

RD Support Network



RD Network Structures and roles



Function:

Information dissemination about RD & agriculture support

Assistance with fund rising & applications for national & EU funds

Collection of data about rural areas & support to local strategic and action planning work

Assistance to LAG formation

Assistance with social capital development and projects implementation

In mission of reviving web of life – agriculture and rural areas of Serbia

Projects to contribute further development of the RD Support System

- ▶ WB/GEF STAR Project
 - Payment Agency
 - RD Managing Authority
- ▶ IPA Institutional Capacity building TWINNING
 - IPARD Programming
 - Further development of payment system
- ▶ UNDP (Bilateral assistance from Romania)
 - Local partnerships and social capital
 - Introduction of LEADER concept
- ▶ FAO TCP RER
 - Strategic local planning
 - Projecting
- ▶ New TCP for RD Networks (to be developed)

UNMIK Kosovo

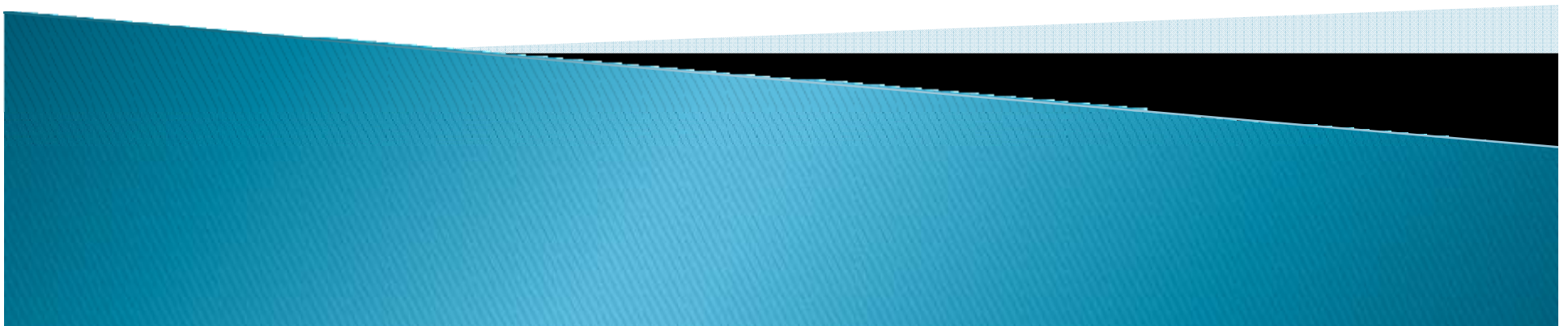
- ▶ Dissemination of information on available financial and no financial support from the MAFRD to farmers, agro processors, farmer associations, farmer cooperatives, local action groups, NGOs, civil associations, and local authorities conducts through different public media: TV-special program for agriculture in national TV-s, radio and newspapers.
- ▶ Rural Advisory Services Network in regional and municipality offices is crucial in dissemination of information's. The network has 7 regional offices; Prishtina, Peja, Mitrovica, Gjakova, Prizren, Gjilan, Ferizaj and 30 municipality offices.
- ▶ MAFRD website and monthly newspaper "Agmia" are very important instruments for information for all interested for application for grants, application conditions, procedures and deadlines and other information.

Information flow

- **Rural Advisory Services:** providing up-to-date management advice through farm advisory service network. The service will provide advice direct to farmers and carry out “extension” campaigns on behalf of the Ministry. Although a public service it will engage private sector specialists.
:
- **Regional offices for rural development**
- **Municipal offices** – Concerning the present 30 municipalities, the majority have an agricultural directorate. Those that do not have such a directorate have an agriculture section under the economy directorate. Three municipalities have only one officer responsible for agriculture. Concerning employees, each agricultural directorate has 3–10 employees. All 30 municipalities have an officer for rural development trained/certificated under the EAR-funded SASS project.
- **Private consultants.**

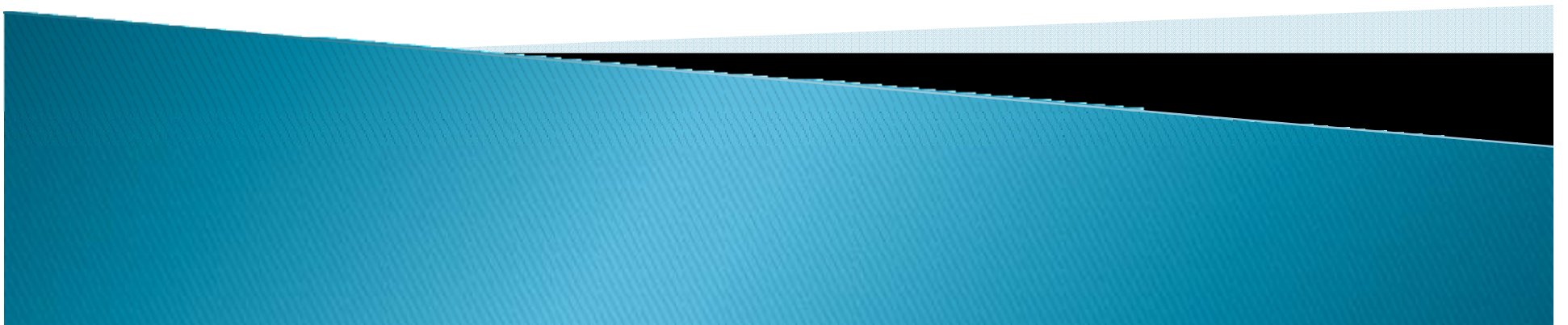
Information flow

- ▶ Thirty Local Action Groups (LAGs) registered and prepared 27 local community development strategies.
- ▶ Implementation of sustainable market linkages, cross-border initiatives and support to natural resources management.
- ▶ All activities are implemented within a framework aimed at further strengthening the existing Rural Advisory and Support Service (RASS).

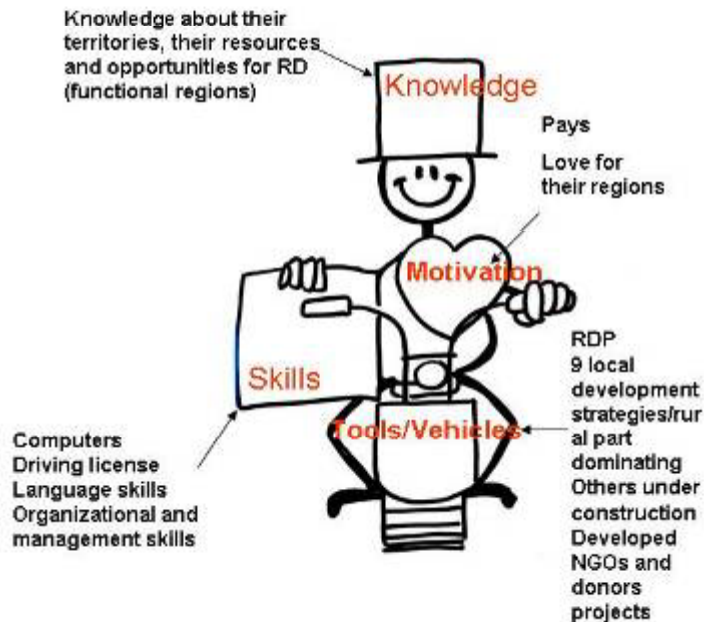


RD SUPPORT SYSTEM CAPACITY

(Stakeholders self-analysis)



Insufficient knowledge & competences

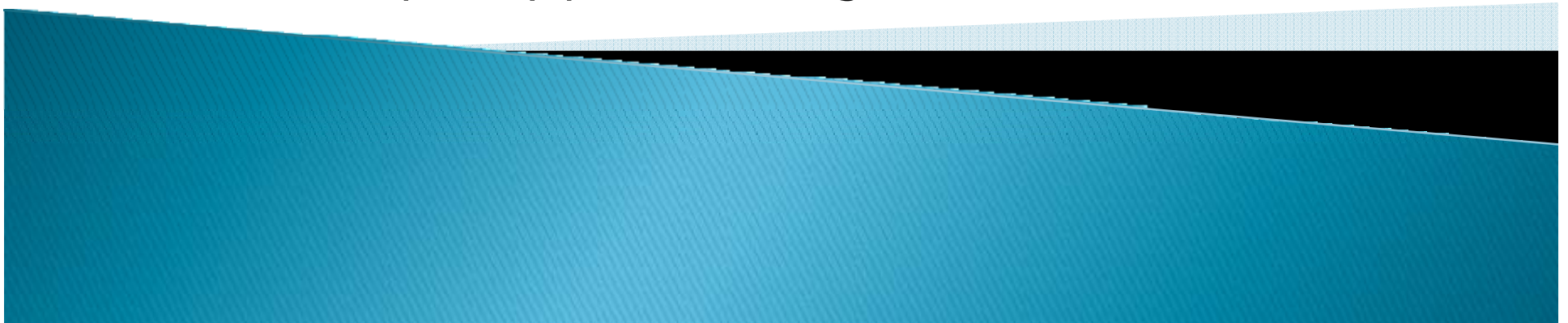


General lagging behind of rural development support system establishment and work on designing of the political framework.

Lack of awareness that participatory approach is crucial for the policy design and lack of knowledge and skills how to run participatory processes is resulting in national policies which are not adequate to rural communities needs (typical top-down planning).

- ▶ Lack of information and knowledge about RD, economic opportunities, markets and diversification, financial sources for making these work on the local level is causing lack of awareness about opportunities, especially with EU accession

- ▶ **Human resource management capacity building activities are insufficiently effective**, and upgrade of the system and mostly provide no transfer of knowledge horizontally between employees.
- ▶ **Lack of understanding the special needs of rural** areas and low knowledge on urban–rural relations and balanced development is causing marginalization of remote and even rural areas within the mixed urban–rural municipalities.
- ▶ **Lack of capacities for RD support** of the central level (including lack of employees) is often caused because of the lack of understanding importance of RD issues, decreasing their absorption capacity for capacity building and consequently policies design



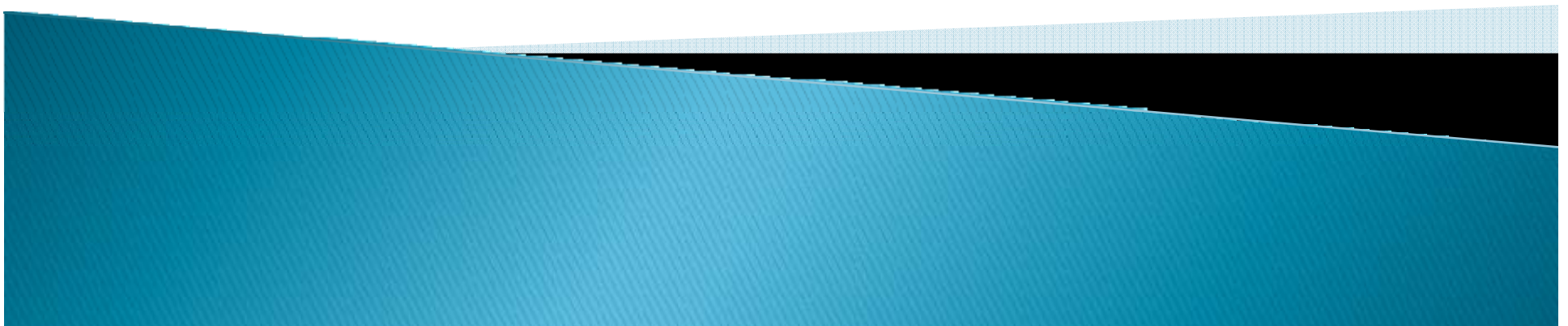
- ▶ **Lack of the knowledge on benefits of PPP**, cooperation, knowledge about value chains between production– processing– trade– services (horizontal cooperation) – business and to prevail problems with disturbed supply chains, create wrong environment for development of national policies, since central level is pressed to keep or even reestablish old centralized economy type of measures instead support measures for strengthening capacities for the cooperation and partnerships etc.
- ▶ Lack of knowledge about RD and **professionalism** in work with politicians is causing lack of interactive horizontal and vertical cooperation on all levels which is then causing lack of support to policies and legislation once they enter the process of public discussion and adoption in parliaments.
- ▶ The lack of **capacity to assess, analyze and understand real situation in rural areas** makes trouble with prioritization when designing strategies and programming support policies on national and local level (regional are not operative in target countries).

- ▶ **Lack of knowledge about the rural development integrated approach** is still causing narrow view on rural development topics which consequently cause planned support measures not to cover all necessary issues (mainly rural tourism and infrastructure is seen as rural matter, while investments in agriculture for instance is omitted and left align with agriculture. The other extreme is equalizing rural development policies with policies supporting exclusively agriculture
- ▶ Lack of the knowledge how to identify and define problems, and to adequately direct actions caused by **lack of adequate data or misinterpretation or mismanagement of databases** is creating unfavorable situation with policy work causing superficial policy documents creation
- ▶ **Lack of knowledge about good practices and success stories in PPP** is causing effect of virtual lack of capacities (state institutions have lack of own people and expertise, but still reluctant to cooperate with civil sector and academia, etc. and use theirs). In addition to this constant flow-out of trained people is endangering further development of the system making outsiders more capable for RD than insiders.

- ▶ **Lack of knowledge about monitoring and evaluation** of RD support activities, in line with absence of political will, is preventing system to do measuring of policies effects and do lessons learning and health checking of the existing policies for making it better
- ▶ **Lack of knowledge about modeling of development, lack of pilot projects to check planned actions** in practice, incomplete legislation, lack of support to PPP and unfamiliarity with international frameworks all are problems with RD policy which derive from lack of formal and informal education. Whole this “package” of lacking things is creating lack of capacities for dealing with EU accession and in particular EU approximation and negotiation process
- ▶ **Lack of multidisciplinary knowledge is preventing RD systems to have integrated approach to rural development** and lack of concerted actions which are in line with globalization processes as much as need for the territory specific approach (so that size of the RD policies can really fit all).

- ▶ Lack of the **knowledge about real decentralization** is preventing RD policies get appropriate implementing structures.
 - ▶ Lack of the knowledge about the **effective knowledge and information transfer methodologies** is creating unfavorable climate for beneficiaries of policies to adopt it properly.
 - ▶ Lack of the **organizational skills** are preventing RD support systems in all countries to be adequately organized to meet requirements for its development in line with EU, but also respecting every country specific situation.
- The dynamics of changes and development with institutions and policies is also a puzzle to decisions makers, because of the lack of managerial skills.

- ▶ All countries have more or less problems in programming, implementation and monitoring and evaluation of implemented RD policies, and that all these problems more or less derive from lack of knowledge, even those which on the first sight look like unbearable such as political influences.



Professionals working in RD support system

- ▶ And although usually also „**motivated**“, altruist, patriot and possess love for rural areas, he is rarely really professional.
- ▶ People employed with RD support are mainly amateurs and volunteers.
- ▶ Few of them in every country work in state administration, most are out of the system, but members of civil society or just enthusiastic individual.
- ▶ ...have basic knowledge about agriculture, but not enough about rural development.
- ▶ ...not too familiar with rural planning and programming, neither rural development management.
- ▶ ...miss leadership skills and adequate professionalism. They are mainly trained through short informal programs or workshops.



- ▶ in order to support the overcoming of the above mentioned problems have to derive from practical trainings, since the high and urgent demand on their skills have to start being developed through **learning by doing (not on own mistakes)**.

- ▶ ...have to learn better English and improve his computer literacy and other soft skills ASAP. ...should be wide educated and possess the following knowledge and skills:

- ▶ knowledge about territorially specific RD programming,
- ▶ EU integration,
- ▶ principles of regional development,
- ▶ national and EU legislation,
- ▶ CAP,
- ▶ motivation techniques,
- ▶ basic competences in pedagogy and psychology,
- ▶ conflict prevention and management,
- ▶ psychology of masses,
- ▶ organizational and managerial skills
- ▶ PCM, M&E,
- ▶ change management,
- ▶ reporting,
- ▶ advanced English,
- ▶ other foreign languages knowledge,
- ▶ languages of the population he work with (ethnic groups, minorities),
- ▶ computer literacy,
- ▶ communication skills,
- ▶ multitasking way of thinking.
- ▶ sense for team work,
- ▶ participative work methodologies,
- ▶ local partnerships (including LEADER approach),
- ▶ data collection and management,
- ▶ leadership skills,
- ▶ facilitation

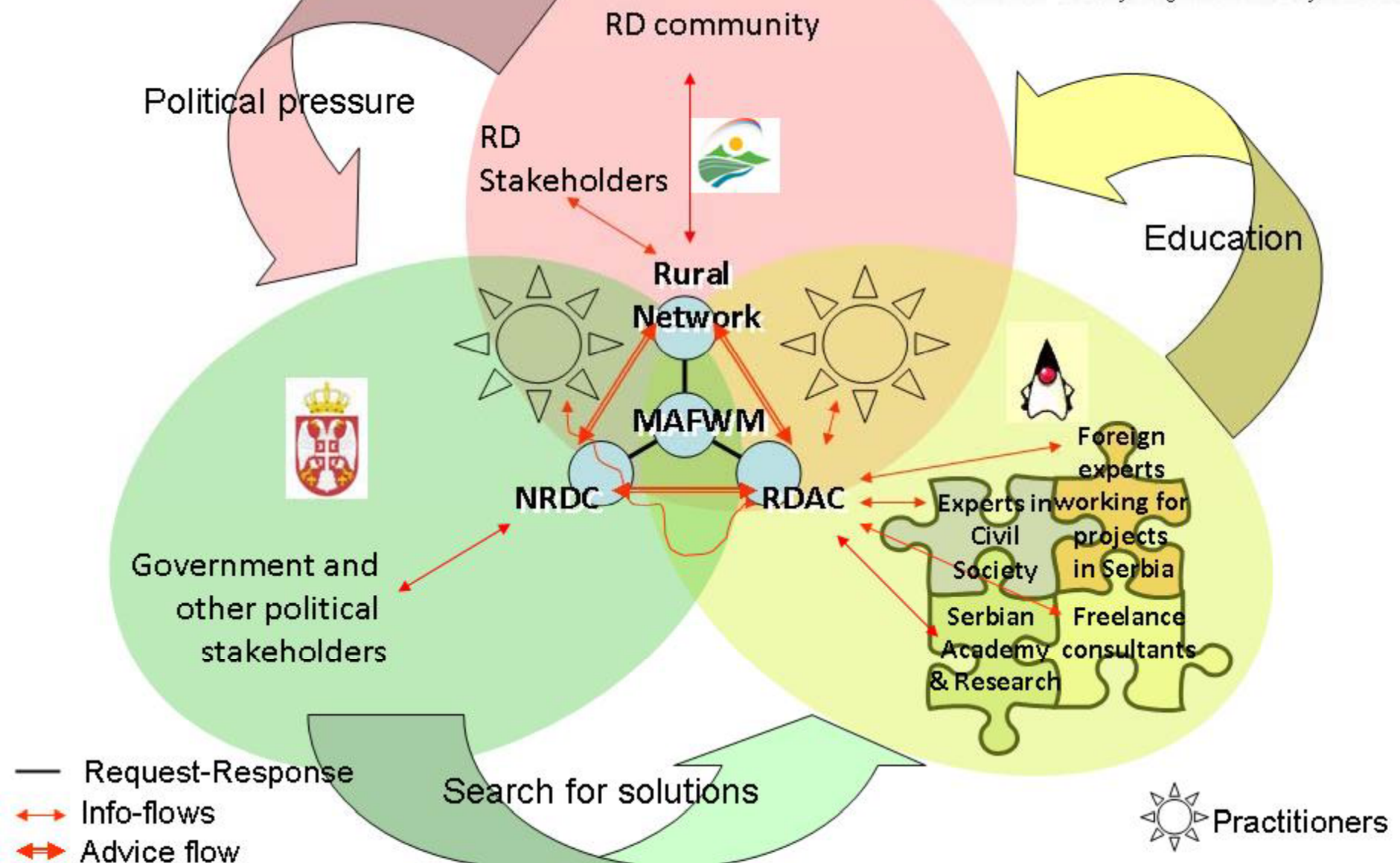
Suitable candidates for professional “rural developers”

- ▶ Rural Development Experts
- ▶ Leading persons within public and civic sector institutions
- ▶ Potential Young Leaders in the NGO and public sector
- ▶ Decision makers, not politically appointed
- ▶ Ministries,
- ▶ Local Agencies,
- ▶ NGOs Agencies for regional economic development
- ▶ LED people from local communities
- ▶ Local self authorities,
- ▶ Agriculture extension people
- ▶ Agencies for regional economic development

The group should be established of different institutions/organizations on “vertical” principle

Foreseen future

RDAC – Rural development advisory committee
NRDC – National rural development council
MAFWM – Ministry of agriculture forestry & water m.



SERBIAN Rural Development Support System +

(an introduction of the expert body and National RD council)

Instead of conclusions



- ▶ There are no instant solutions, neither copy paste of other experiences is possible, it is necessary to shape RD policy according to territorial particularities
- ▶ It is necessary to get clear picture of reality, create policy and start implementing it with continuous monitoring and evaluation of effects to be able to constantly upgrade chosen measures, but keeping long term validity of RD support programs as must!
- ▶ It is necessary to **mobilize all available national capacities** for rural development (GO, NGO, economy sector, urban and rural population to get results)
- ▶ Using rationally and responsibly available foreign support to RD system development as much as future RD support though IPARD is not just a question of being fair...

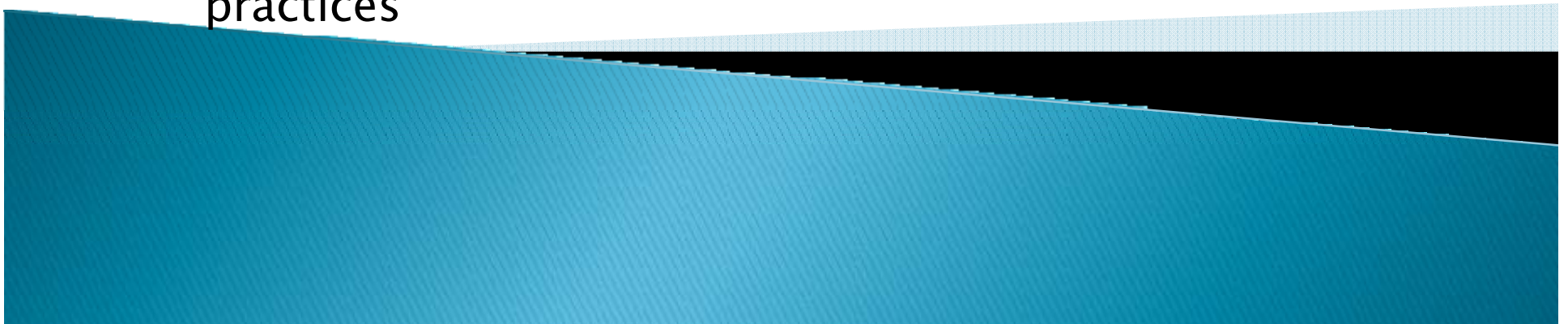
Recommended strategy for further development of rural development support

- ... for administration and policy makers:
 - Reorganise quickly MoA to **make space for strong RD departments** of high competency
 - **Increase budgetary transfers** to rural development
 - Provide **intensification of information and knowledge transfer**, gaining and sharing knowledge, specially between GO and NGOs and international community – capacity building (specific education and training, **networking**)
 - **Support public awareness rise** and promote integrated RD – **Partnership** with stakeholders, capacity building of stakeholders in **participation** for policy formulation (local and national level)
-
- **Support NGO sector and local PPPs activities and initiatives for better success of the RD policy**

Recommended strategy for further development of rural development support

► ... for NGOs

- **Initiate** or join local partnerships
- **Communicate** and cooperate with governmental sector – local and central, propose solutions if there is no offer from the other side
- Communicate and cooperate with, there is no space for competition when social capital is on low level
- **Network** for better effects and nationalization of good practices



Recommended strategy

- ...for other partners and stakeholders
- 1. **INPUTS** State statistics – to speed-up statistics harmonization
Economic account, price and land statistics, food balances, farm structures... **Urgently!!**
- 2. **MONITORING** Research system cooperate with governmental organization to work on upgrading of national analytical capacity
Budget monitoring, price analysis, economic account for agriculture, measurement of protectionism level and structures
- 3. **LEARNING** Academic institutions work to provide appropriate formal education Updated curricula, new courses by facilitating international cooperation, knowledge and technology transfer

Co-operation between governmental bodies, research institutions and statistical offices can speed-up the EU harmonisation and integration process in all fields. Participative processes can help identify what figures can't show – reality check

Recommended strategy

■ ...for donors

1. Critical assessment of previous actions
2. Better human resource management and coordination of international donors
3. Education and knowledge transfer strategies as a part of exit strategies (nationalisation of lessons learned and
4. Assist provision of Systematic, consistent review of RD progress
5. Moving focus from central to local, to help bottom-up pressure on central level changes
6. Request beneficiary to provide sustainability of project also though integrating professionals from project teams in to the RD system, or support them to stay in branch by starting their own businesses or joining NGO sector
7. ...followup, followup, followup...

Time to become more serious about rural development...



Avoid costly repetition or multiplication of mistakes, due to the region wide present

“syndrome of the election year”
and “birocracy repositioning amnesia”
and, maybe some nepotism...noo.....just joking

