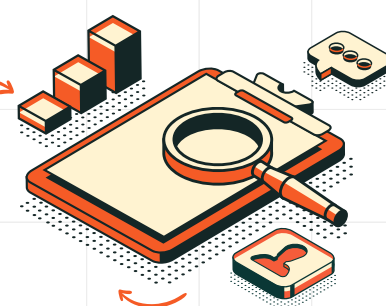


# INTERIM ALTERNATIVE MONITORING REPORT ON THE IMPLEMENTATION OF THE PUBLIC ADMINISTRATION REFORM (PAR) ACTION PLAN FOR 2019-2020

## DIRECTION 3: ACCOUNTABILITY

FIRST HALF OF 2020

### Main Findings of the Monitoring



In some cases, indicators and targets defined for the confirmation of the implementation of the objectives under the Accountability direction of the PAR Action Plan for 2019 – 2020 undermine the significance of objectives and/or make it impossible to measure their implementation.

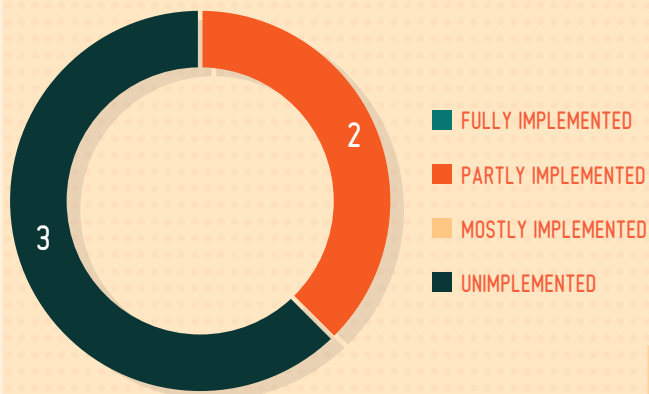
Although the PAR Action Plan for 2019-2020 has been significantly improved in comparison to the previous plan, the challenges revealed through monitoring of the Accountability direction show that current objectives and indicators still require refinement according to the S.M.A.R.T. criteria. In addition, defining more activities and setting realistic deadlines for their implementation is necessary in order to achieve the objectives.

Two-year Action Plan of the Public Administration Reform , for the five objectives set under the Accountability direction, provides only one activity for the first six months of 2020. Such an approach unacceptably delays the process of achieving the objectives.

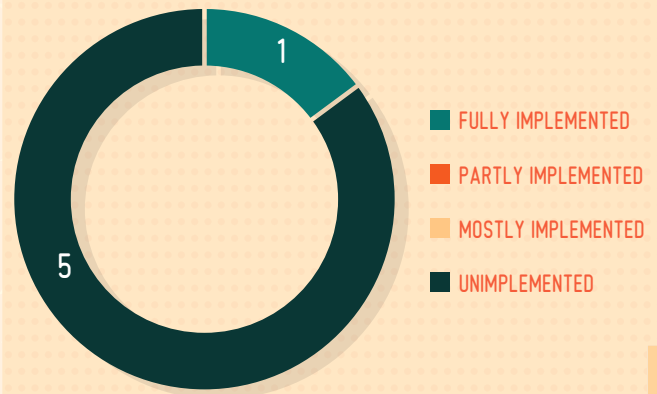
For the majority of the objectives the data could not be obtained for the interim monitoring purposes, since most of the activities required for their implementation are planned for the end of 2020.

For the first six months of 2020, two out of the five objectives under the Accountability direction set out in the Action Plan are partly implemented and three are unimplemented. Out of six outcome indicators (including additional indicator), one is fully implemented and five are not.

## OBJECTIVE IMPLEMENTATION



## OUTCOME INDICATORS



For the first six months of 2020, under the Accountability direction only one activity was outlined, which is not implemented. Out of two output indicators, one is partly implemented and one is unimplemented.

## RECOMMENDATIONS

In order to eliminate the gaps and challenges identified during the monitoring, the following recommendations need to be considered:

01

Include S.M.A.R.T. objectives and indicators in the Accountability direction of the Action Plan;

02

Define targets and indicators necessary for the actual implementation of objectives under the Accountability direction;

03

Envisage activities necessary for the implementation of objectives under the Accountability direction and set deadlines correctly for their implementation;

04

Define interim indicators along with baseline and target indicators, in order to simplify monitoring of the implementation of the Action Plan.



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