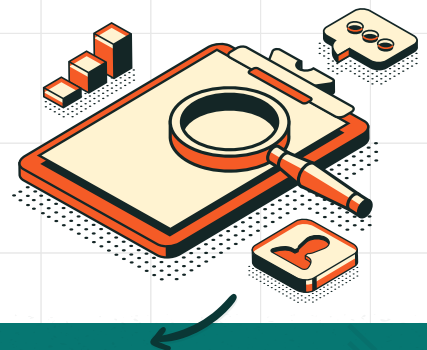


INTERIM ALTERNATIVE MONITORING REPORT ON THE IMPLEMENTATION OF THE PUBLIC ADMINISTRATION REFORM (PAR) ACTION PLAN FOR 2019-2020

DIRECTION 4: PUBLIC SERVICE DELIVERY

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 Public Service Delivery direction of the Public Administration Reform Action Plan for 2019 – 2020 undermine the significance of objectives and/or make it impossible to measure their implementation.

Although the Action Plan for 2019-2020 has been significantly improved in comparison to the previous plan, the challenges revealed through monitoring of the Public Service Delivery 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.

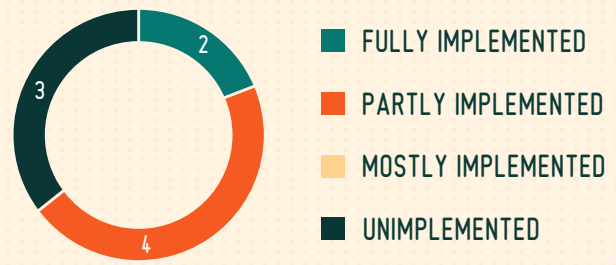
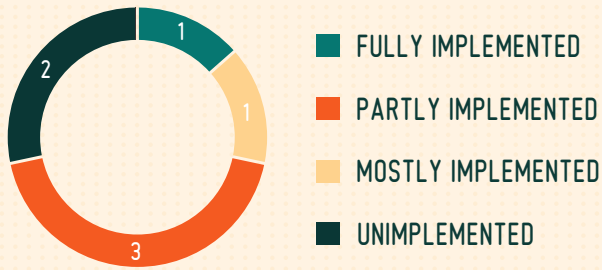
Two-year Action Plan of the Public Administration Reform does not outline activities for the first six months of 2020 under some objectives and outlines just one activity for others set out under the Public Service Delivery direction, which delays the process of achieving objectives.

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, out of the seven objectives under the Public Service Delivery direction set out in the Action Plan one is fully implemented, one – mostly implemented, three – partly and two are unimplemented. Out of nine outcome indicators two are fully implemented, four are partly implemented and three are unimplemented.

OBJECTIVE IMPLEMENTATION

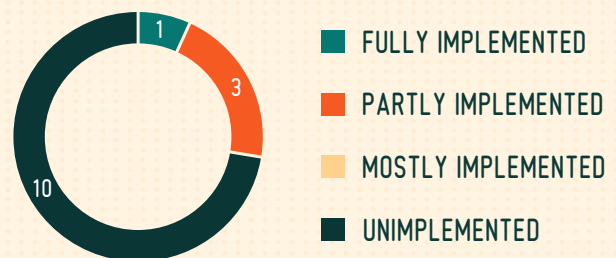
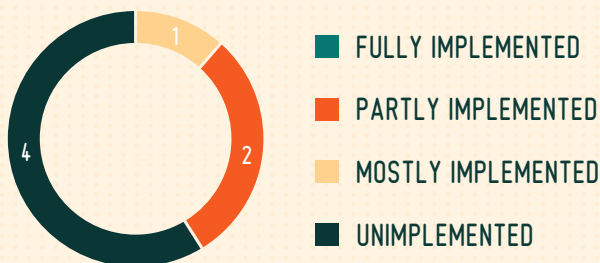
OUTCOME INDICATORS



For the first six months of 2020, out of the seven activities under the Public Service Delivery direction set out in the Action Plan one is mostly implemented, two are partly implemented and four are unimplemented. Out of 14 output indicators (including additional and alternative indicators) one is fully implemented, three are partly implemented and 10 are unimplemented.

ACTIVITY IMPLEMENTATION

OUTPUT INDICATORS



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 Public Service Delivery direction of the Action Plan;
- 02** Define targets and indicators necessary for the actual implementation of objectives under the Public Service Delivery direction;
- 03** Envisage activities necessary for the implementation of objectives under the Public Service Delivery 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.