

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

2020

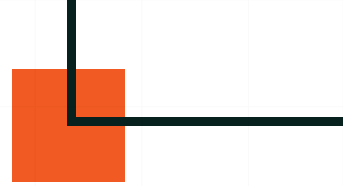


ევროკავშირი
საქართველოსთვის
The European Union for Georgia



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THE IMPLEMENTATION OF THE PUBLIC ADMINISTRATION REFORM (PAR)
ACTION PLAN FOR 2019-2020**

DIRECTION 4: PUBLIC SERVICE DELIVERY

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MAIN FINDINGS OF THE MONITORING

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.

The Public Administration Reform two-year Action Plan 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 implemented and two are unimplemented. Out of nine outcome indicators two are fully implemented, four are partly implemented and three are unimplemented.

As for the activities, out of seven activities outlined for the first six months of 2020 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.



INTRODUCTION

Introduction

The Government of Georgia recognized the importance of Public Administration Reform along with signing the Association Agreement between Georgia and the European Union. The Agreement emphasizes commitment to good governance, including cooperation in the directions of public administration and public service reforms. According to the Association Agreement between Georgia and the European Union, the country has to implement in-depth reforms in the direction of public administration and public service.¹ In order to comply with the mentioned commitment, the Government of Georgia approved the Public Administration Reform Roadmap 2020 in 2015. The Document is meant to create a comprehensive conceptual framework and mechanisms “aimed at transparent, predictable, accountable and effective public governance, meeting European standards and satisfying public needs”.²

In order to implement the Public Administration Reform, the Government of Georgia, once in every two years approves the Public Administration Reform Action Plan. The most recent **Action Plan for 2019-2020** approved by the Government of Georgia in June 2019 aims at the implementation of goals defined by the Public Administration Reform Roadmap 2020.

The Public Administration Reform Roadmap and the Action Plan feature six directions: policy planning and coordination, public service and human resource management, accountability, public service delivery, public finance management and local self-governance. This document addresses the implementation of the activities and objectives envisaged by the Action Plan for the first six months of 2020 for the fourth direction of the Action Plan – the Public Service Delivery.

Monitoring the implementation of policy documents, identifying gaps and challenges and setting measures for responding to these challenges are crucial for the successful implementation of any policy. It is noteworthy that unlike previous years the Administration of the Government has started monitoring the implementation of the PAR Action Plan and has made monitoring results public for the first time in 2019. This document represents an alternative monitoring report and may not be in full compliance with the monitoring results published by the Administration of the Government.

¹ **Association Agreement** between the European Union and the European Atomic Energy Community and their Member States, of the one part, and Georgia, of the other part (“Association Agreement between Georgia and the European Union”), Article 4.

² Public Administration Reform **Roadmap** of Georgia 2020, p.6.



METHODOLOGY

Methodology

The monitoring assessed the progress of the implementation of the objectives and activities envisaged by the Public Administration Reform Action Plan for 2019-2020 as of the first six months of 2020.

The implementation of objectives and activities defined by the Action Plan are described by one of the following four statuses:

01

Fully implemented – an activity/objective is fully or almost fully implemented or only a minor part of it has not been completed;

02

Mostly implemented – a major part of an activity/objective was implemented, while part of it has not been completed;

03

Partly implemented – a part of an objective/activity was implemented while a major part remains incomplete;

04

Unimplemented – an objective/activity was not implemented at all or a minor part is implemented and it is impossible to observe progress.

The monitoring was based on public information – the primary source of information when conducting the monitoring was the Administration of the Government of Georgia and responsible agencies defined by the PAR Action Plan. Therefore, at the beginning of the monitoring process, the information about the implementation of each objective and activity was requested from the Government of Georgia. The draft monitoring report was submitted to responsible agencies for comments and their position, to the possible extent, was considered in the final version of the document.



IMPLEMENTATION OF THE OBJECTIVES AND ACTIVITIES

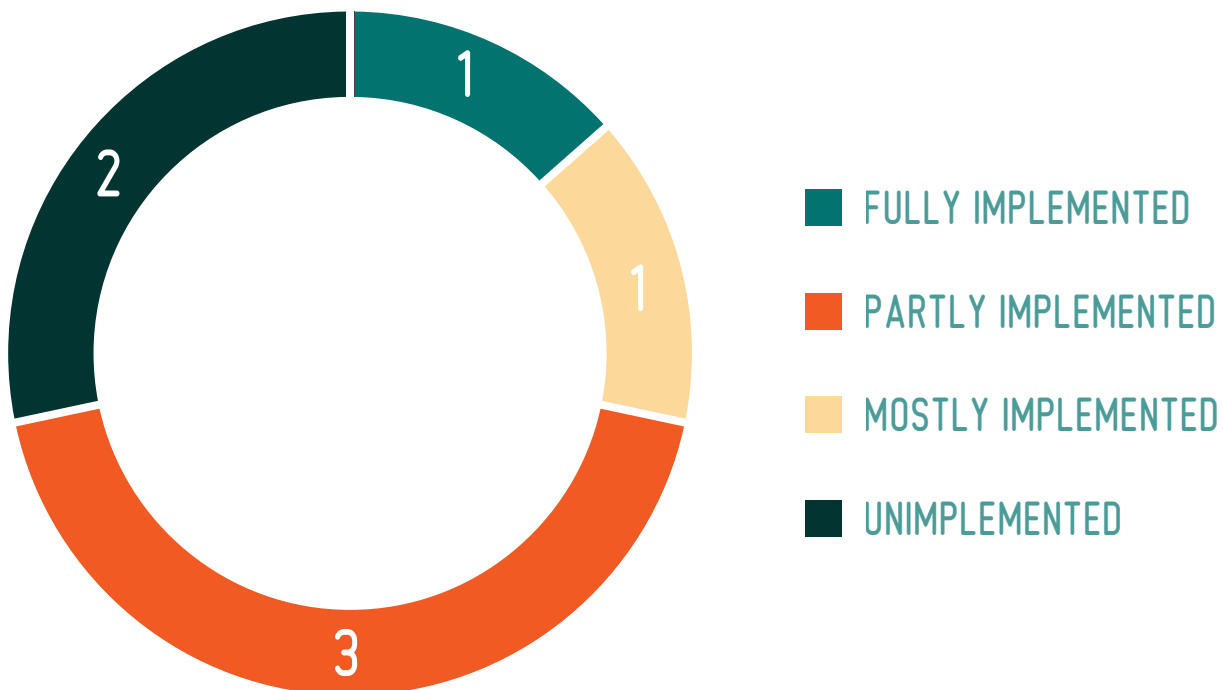
Implementation of the Objectives and Activities

Public Service Delivery is the fourth direction of the Public Administration Reform Action Plan and it implies seven objectives. Implementation of each objective is assessed based on outcome indicators defined for them by the Action Plan. For the cases where the indicator does not comply with the S.M.A.R.T. criteria,³ making it impossible to assess the implementation of the objective, additional indicators are defined.

The PAR Action Plan does not provide for interim indicators. Herewith, most of the activities required to perform the vast majority of objectives are scheduled for the end of 2020, making interim monitoring even more difficult. Finally, the objectives on the implementation of which no information was provided by the responsible agency that, despite the shortcomings of the action plan, would confirm the progress of the objective implementation, were considered unimplemented.

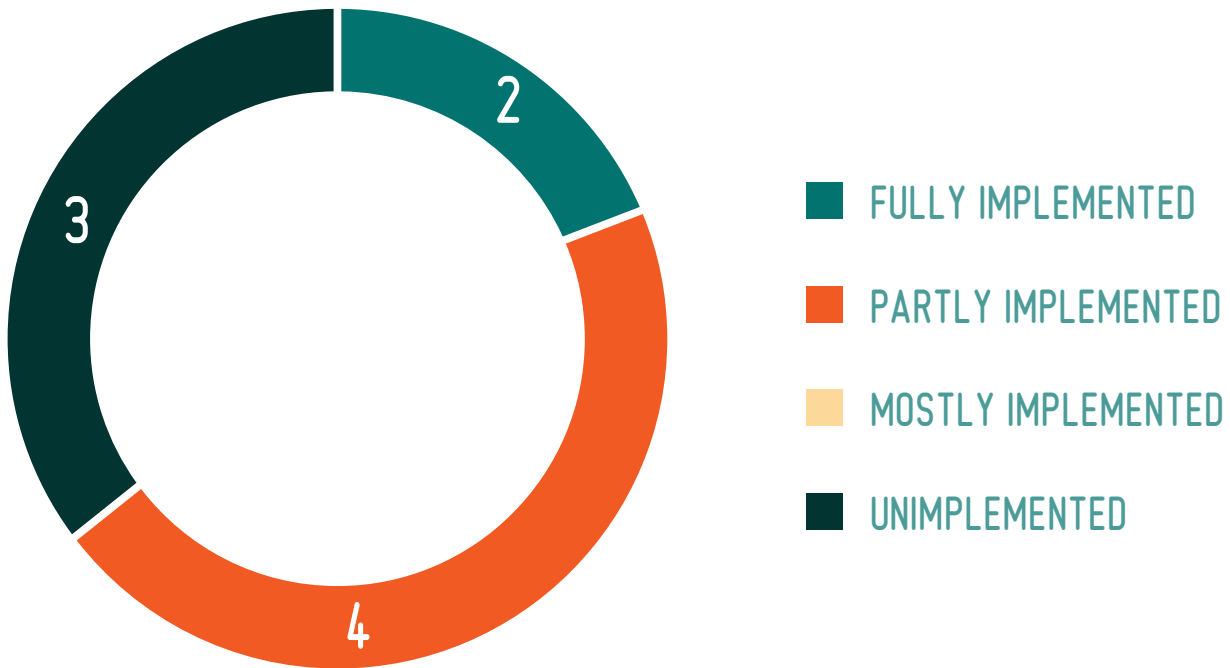
Out of the seven objectives under the Public Service Delivery direction set out in the Action Plan one is fully implemented, one – mostly implemented, three – partly implemented and two are unimplemented. Out of nine outcome indicators two are fully implemented, four are partly implemented and three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

OBJECTIVE IMPLEMENTATION RESULTS



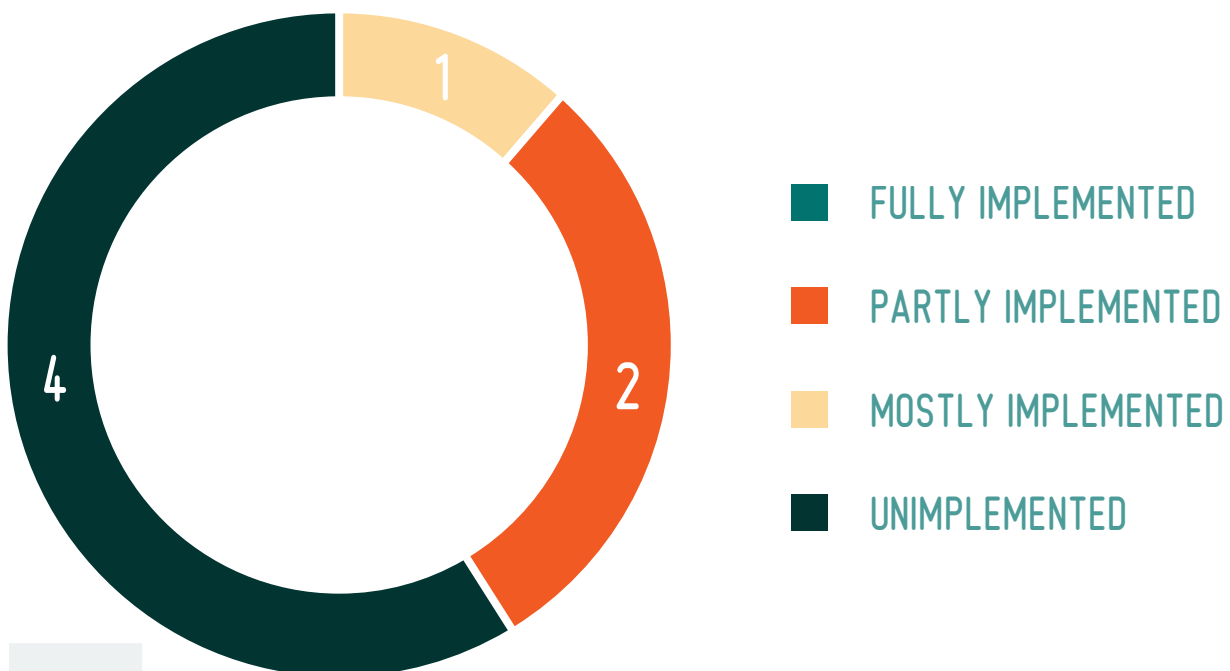
³S.M.A.R.T.: S - specific, significant, stretching; M - measurable, meaningful, motivational; A - agreed upon, attainable, achievable, acceptable, action-oriented; R - realistic, relevant, reasonable, rewarding, results-oriented; T - time-based, time-bound, timely, tangible, trackable. Information available at: <https://www.projectssmart.co.uk/smart-goals.php>.

OUTCOME INDICATORS

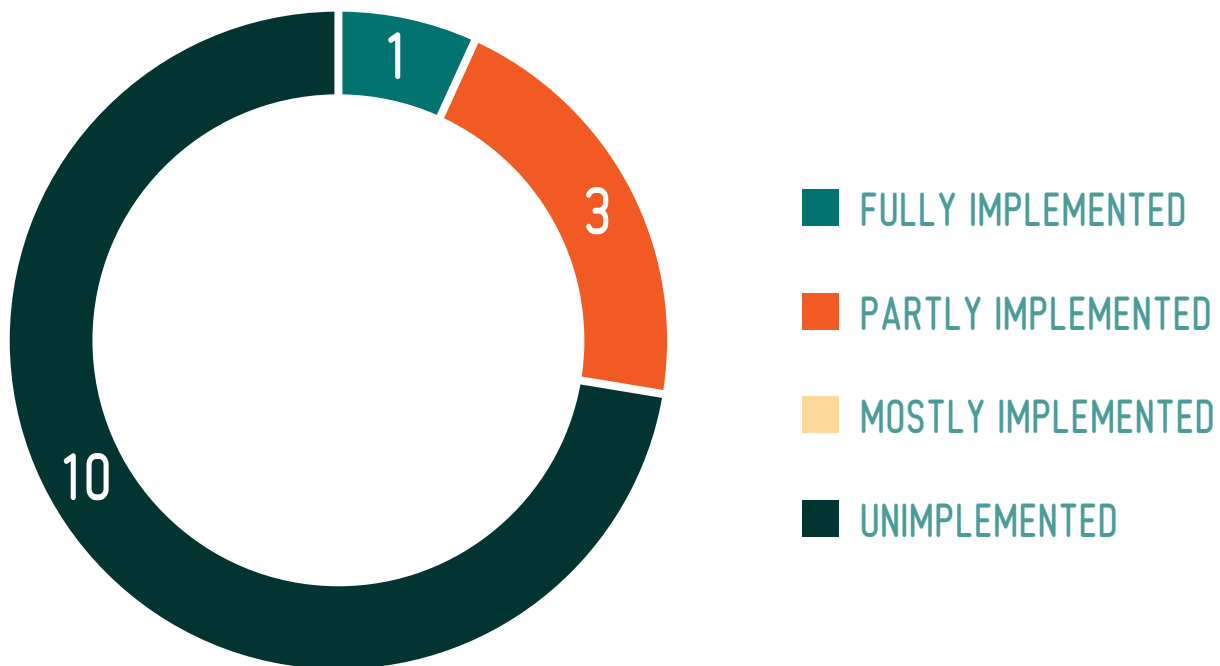


Out of seven activities outlined for the first six months of 2020 under the Public Service Delivery direction one is mostly implemented, two are partly implemented and four are unimplemented. Out of 14 output indicators (including additional and alternative indicators) one is fully implemented, three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

ACTIVITY IMPLEMENTATION RESULTS



OUTPUT INDICATORS



Implementation of Objective 4.1.

The objective 4.1. of the Action plan implies the development of unified standard for the creation of public services, based on the principle of customer involvement. The outcome indicator for the objective is defined as the number of services created/adapted at the central level, after the approval of the Policy Document on the Creation and Delivery of Public Services (PSDP), which comply with basic requirements of the Standard.

Objective 4.1. Develop a unified standard for Public Service development focusing on citizen engagement in order to ensure citizen-oriented service delivery

Outcome indicator(s): Number of developed/adapted services at central level that are in compliance with PSDP standards

Baseline 2018: 0

Target 2020: 15

Objective implementation status: unimplemented

The Public Service Development Agency (“the Agency”) did not provide information regarding implementation of the objective as of the first six months of 2020. According to the information provided by the Agency in the framework of the 2019 alternative monitoring report on the implementation of the Public Administration Reform Action Plan for 2019-2020, the implementation of objective 4.1., as defined by the Action Plan, was aimed for the end of 2020 and, therefore, interim information on the implementation of the indicator could not be provided.

Even though the Public Administration Reform Action Plan sets 2020 as a target for implementing the objective and does not define mid-term target, in order for the objective to be implemented by that time, the responsible agency should make relevant efforts before the deadline. It should also be noted that in order to successfully implement an objective envisaged by the Action Plan the responsible agency can define interim target indicators on its own in case the specific sectoral Action Plan does not provide for such. Since the Public Service Development Agency did not provide information on the implementation of objective tracking the progress of the objective implementation is impossible the **objective 4.1. should be considered unimplemented.**

Implementation of the Activity of Objective 4.1.

The objective 4.1. of the Public Administration Reform Action Plan implies three activities in total. One of these activities was outlined for the reporting period (4.1.3.) for assessment of which two output indicators are defined. According to output indicators, the activity is unimplemented.

Activity 4.1.3.

The activity 4.1.3. of the Action Plan implies development of a Service Design training module. Two output indicators are defined for the activity measuring its performance.

Activity 4.1.3. Develop Service Design training module

Output indicator(s):

- 4.1.3.1. The training module is integrated into at least 1 Training Center's curriculum and is available for any applicant
- 4.1.3.2. At least 3 employees of all service provider agencies have undergone the training

Activity implementation status: unimplemented

According to the information provided by the Public Service Development Agency the first indicator is not met, in particular, elaboration of the Service Design training module depends on service design guideline and it will be available after elaboration of the final version of the guideline. According to the Agency, a specific standard document of the training center module has been shared with an international expert, according to which a Service Design training module will be prepared. As for the second indicator, it is not met either, as its performance depends on the development of a training module. According to the Agency, an international expert will visit Georgia in the second half of the year to train trainers, after which the trained trainers will be able to conduct trainings for the staff of service providers and any interested persons.

According to the information provided by the Agency, some initial steps have been taken, but the document of the Service Design training module has not been developed yet, even the initial/draft version. None of the indicators show implementation of the activity, thus **activity 4.1.3. should be considered unimplemented.**

Implementation of Objective 4.2.

The objective 4.2. of the Action Plan implies increasing access to public services by implementing the common standards for service delivery addressing the customers' needs. The outcome indicator defined for this objective is the number of central services created/adapted after the approval of PSDP that meet basic requirements of the unified standard.

Objective 4.2. Improve access to public services through introducing a unified user-oriented standards of service delivery

Outcome indicator(s): Number of developed/adapted services at central level that are in compliance with unified standard requirements after adoption of PSDP

Baseline 2018: 0

Target 2020: 15

Objective implementation status: unimplemented

The Public Service Development Agency did not provide information regarding implementation of the objective as of the first six months of 2020. According to the information provided by the Agency in the framework of the 2019 alternative monitoring report on the implementation of the PAR Action Plan for 2019-2020, the implementation of the objective 4.2 is scheduled for the end of 2020 and therefore, interim information on the implementation of the outcome indicator could not be provided.

Similar to the objective 4.1. in order to implement the objective by the end of the Action Plan period, the responsible agency should make relevant efforts within the period defined by the Action Plan. It should also be noted that in order to successfully implement objective envisaged by the Action Plan the responsible agency can define interim target indicators on its own in case the specific sectoral Action Plan does not provide for such. Since the Public Service Development Agency did not provide information on the implementation of objective tracking the progress of the objective implementation is impossible; the **objective 4.2. should be considered unimplemented.**

Implementation of the Activities of Objective 4.2.

The objective 4.2. of the Public Administration Reform Action Plan implies three activities in total. Two of these activities were outlined for the reporting period (4.2.2. and 4.2.3.) for assessment of which three output indicators are defined. According to output indicators, one activity is considered partly implemented and one is unimplemented.

Activity 4.2.2.

The activity 4.2.2. of the Action Plan implies elaboration of standard operating procedures for service delivery. The indicator of the activity according to the Action Plan is “elaborated Standard Operating Procedures”.

Activity 4.2.2. Elaborate Standard Operating Procedures of Service Delivery

Output indicator(s): Standard Operating Procedures are elaborated

Alternative output indicator: Service Delivery SOP includes specific examples and practical recommendations

Activity implementation status: partly implemented

According to the information provided by the Public Service Development Agency, the initial version of the Service Delivery SOP is elaborated. Given that the SOP itself is conceptually dependent on the Service Design guideline (which is under development as of the first six months of 2020) work on the Service Delivery SOP will be completed only after the Services Design guideline is finalized to avoid possible duplications between these two documents.

According to the information provided implementation of the activity is at the initial stage for the reporting period. At the same time, the output indicator is identical to the activity, which means that the indicator is not defined to measure the implementation of the activity. Based on the above, an alternative output indicator has been defined for monitoring purposes, namely, “Service Delivery SOP includes specific examples and practical recommendations”. Since the activity implies the development of service delivery guideline and SOP, and, according to the information provided, the process is only at the initial stage during the reporting period (draft document, communication between experts), the progress of the activity cannot be considered significant. Thus, the **activity 4.2.2. should be considered partly implemented.**

Activity 4.2.3.

The activity 4.2.3. of the Action Plan implies development of a service delivery training module. The two output indicators of the activity defined by the Action Plan are “4.2.3.1. Training module is incorporated into the curriculum of the Training Center and is available for all interested applicants” and “4.2.3.2. 30 employees of at least 5 service provider agencies have undergone the training”.

Activity 4.2.3. Develop a service delivery training module

Output indicator(s):

- 4.2.3.1. Training module is incorporated into the curriculum of the Training Center and is available for all interested applicants
- 4.2.3.2. 30 employees of at least 5 service provider agencies have undergone the training

Activity implementation status: unimplemented

According to the information provided by the Public Service Development Agency development of the service delivery training module depends on the elaboration of the service delivery guideline and it will be available once the final version of the guideline is developed. Accordingly, the first indicator is not met – a training module is not presented in the curriculum. As for the second indicator, its implementation depends on the elaboration of the training module and training of trainers in service delivery approaches and methods, after which the trained trainers will be able to deliver trainings themselves to the staff of service providers and interested persons. The second indicator is not implemented accordingly.

According to the information provided by the Public Service Development Agency, work on the service design training module itself has not started yet. None of the indicators point to the implementation of the activity, therefore, the **activity 4.2.3. should be considered unimplemented.**

Implementation of Objective 4.3.

The objective 4.3. of the Action Plan implies the quality assurance of public services by implementing the unified standard for the assessment and improvement of quality. The outcome indicators defined for this objective is the number of public services, quality of which is assessed according to the Service Index Methodology and customer satisfaction results provided by three service provider agencies.

Objective 4.3. Ensure quality assurance of public services through the implementation of the Unified Standard for Quality Examination and Improvement

Outcome indicator(s):

Number of public services' quality of which is evaluated according to the Service Index Methodology

Baseline 2018: 0

Target 2020: 5

Customer satisfaction level of 3 public service provider agencies

Baseline 2018: 0

Target 2020: 70%

Objective implementation status: partly implemented

The Public Service Development Agency did not provide information regarding implementation of the objective as of the first six months of 2020. According to the information provided by the Agency in the framework of the 2019 alternative monitoring report on the implementation of the Public Administration Reform Action Plan for 2019-2020, in order to fulfil the objective, a concept of the State Services Index was developed and work was underway to create a portal of the index. The concept document outlines a specific plan for the implementation of the index, according to which public service providers will be periodically involved in the service evaluation process. According to the plan, the evaluation process was to begin in September 2020, it would be possible to determine the number of services evaluated according to the State Services Index during the same period. According to the Agency, active work was also underway with a local expert, who was to develop a universal guide to customer satisfaction survey for public service users, taking into account the views of all agencies and

stakeholders, who are members of the working group. According to the information provided by the responsible agency, after the final version of the guide is developed, the relevant training module is introduced and the staff of the service providers is trained, customer satisfaction surveys will be conducted in specific agencies based on the same methodology, and the relevant research results of the agencies will be revealed.

Since the Agency did not provide information on the implementation of the objective as of the first six months of 2020, it is impossible to determine whether additional steps for the objective implementation have been taken. The responsible agency had already undertaken specific measures by the end of 2019 in order to achieve the objective which is a significant precondition for fulfilment of the objective and the mentioned objective was considered partly implemented. Since at the given stage the progress is impossible to track, the **objective 4.3. should be considered partly implemented.**

Implementation of the Activities of Objective 4.3.

The objective 4.3. of the Public Administration Reform Action Plan defines eight activities. Three activities out of them (4.3.4., 4.3.5. and 4.3.7.) are outlined for the reporting period. Seven output indicators are listed for the assessment of these activities (including additional indicators). According to output indicators, one activity is mostly implemented, one is partly implemented and one is considered unimplemented.

Activity 4.3.4.

The activity 4.3.4. of the Action Plan implies development of a training module on conducting customer satisfaction survey and incorporate it into the training-curriculum. The output indicator outlined by the Action Plan is development and incorporation of the training module in the curriculum and training of 30 employees of at least 5 service provider agencies.

Activity 4.3.4. Develop a training module on conducting customer satisfaction survey and incorporate it into the training-curriculum

Output indicator(s):

- 4.3.4.1 Training module is incorporated into the curriculum of the Training center and is available for all interested applicants
- 4.3.4.2 30 employees of at least 5 service provider agencies have undergone the training

Activity implementation status: partly implemented

According to the information provided by the Public Service Development Agency, the work on development of training module on conducting customer satisfaction survey is underway. According to the Agency, the development of the training module final version depends on finalization of the satisfaction survey standard guideline and only after this incorporation of the module in the training center curriculum will be possible. Consequently, the first indicator is partly met since the work on the training module development is launched, it still is not elaborated and is not incorporated in the curriculum. Once the survey standard and training module documents are elaborated, the module will be incorporated in the training center. The training of trainers is planned after which it will be possible to train the staff of service providers and stakeholders in this area. As no employee of any service provider has been trained yet, the second output indicator is also unfulfilled.

The information provided by the Public Service Development Agency point to partial implementation of one output indicator. The second indicator is not met. Due to this, the **activity 4.3.4. should be considered partly implemented.**

Activity 4.3.5.

The activity 4.3.5. of the Action Plan implies conduct of customer satisfaction survey. The output indicator outlined by the Action Plan is “The survey is conducted in 1 service provider public agency”.

Activity 4.3.5. Conduct customer satisfaction survey

Output indicator(s): The survey is conducted in 1 service provider public agency

4.3.4.1 *Additional output indicator (1): The satisfaction survey is based on a pre-defined methodology*

4.3.4.2 *Additional output indicator (2): Appropriate steps are planned to respond to the identified shortcomings*

Activity implementation status: unimplemented

According to the information provided by the Public Service development Agency since conducting a customer satisfaction survey is a follow-up process to the introduction of a satisfaction survey standard guideline and in relevant training, it has not yet been conducted. It should also be noted that the output indicator defined for the activity 4.3.5. is not sufficient to measure the performance of the activity, which is why two additional indicators were identified under the activity for monitoring purposes. None of the three indicators identified for the activity are met at this stage, as work on the activity has not yet begun. Thus, according to the information provided by the Agency, at this stage, the **activity 4.3.5. should be considered unimplemented.**

Activity 4.3.7.

The Activity 4.3.7 of the Action Plan implies elaboration of training module and relevant materials on CAF. The output indicator outlined by the Action Plan is “CAF training module is developed and 30 employees of at least 5 service provider agencies have undergone the training”.

Activity 4.3.7. Develop a training module and relevant materials on CAF

Output indicator(s): CAF training module is developed and 30 employees of at least 5 service provider agencies have undergone the training

Additional output indicator: Training module is incorporated in the training center curriculum and available for anyone

Activity implementation status: mostly implemented

According to the information provided by the Public Service Development Agency, the development of the training module and relevant materials on CAF is fully completed. The CAF guideline itself is updated according to the 2020 publication, and the training module is updated accordingly. Thus, the training module is incorporated in the training center curriculum and available for anyone, so the second (additional) indicator is met. In addition, a training of trainers on CAF was held during the reporting period, attended by invited trainers of the training center, including 12 employees of four agencies providing public services. Accordingly, the first indicator of activity is partly met.

According to the information provided, the responsible agency ensured development of training module and respective materials on CAF, incorporation in the training center curriculum as well as training of a part of service provider employees, although the number of trained persons is lower than the outlined indicator. Considering the abovementioned, we can assume that the **activity 4.3.7. is mostly implemented.**

Implementation of Objective 4.4.

The objective 4.4. of the Action Plan implies the establishment of fair and effective pricing approach for public services by creating unified methodology for service pricing. The outcome indicator for this objective is defined as the number of newly developed/adapted public services that are priced in compliance with a new methodology of pricing.

Objective 4.4. Establish a fair and effective approach to the pricing of public services through the elaboration of unified methodology of service pricing

Outcome indicator(s): Number of newly developed/adapted public services that are priced in compliance with a new methodology of pricing

Baseline 2018: 0

Target 2020: 15

Objective implementation status: partly implemented

According to the information provided by the Public Service Development Agency, certain steps are taken to implement the objective, in particular, documents for local situation analysis and international experience are developed and methodology document is under development. In addition, a research paper on international experience and best practices by an international expert is completed, which formed the basis for the development of a Georgian model of service pricing.

In order to implement the objective by the end of the Action Plan period, the responsible agency shall make relevant efforts within the period of the Action Plan. Although the Public Administration Reform Action Plan does not provide for interim indicator, the steps taken by the agency are significant precondition for the implementation of the objective, so the **objective 4.4. should be considered partly implemented.**

Implementation of the Activity of Objective 4.4. _____

The objective 4.4. of the Public Administration Reform Action Plan implies two activities in total. One activity (4.4.2.) is outlined for the reporting period, for the assessment of which two output indicators are defined. According to the indicators, the activity is considered unimplemented.

Activity 4.4.2.

The activity 4.4.2. of the Action Plan implies development of a training module on a new pricing methodology. The Action Plan defines two output indicators, in particular “4.4.2.1. Training module is incorporated into the curriculum of the Training center and is available for all interested applicants” and “4.4.2.2. 30 employees of at least 5 service provider agencies have undergone the training”.

Activity 4.4.2. Develop a training module on new pricing methodology

Output indicator(s):

- 4.4.2.1. Training module is incorporated into the curriculum of the Training center and is available for all interested applicants
- 4.4.2.2. 30 employees of at least 5 service provider agencies have undergone the training

Activity implementation status: unimplemented

According to the information provided by the Public Service Development Agency, work on the development of a training module on a new pricing methodology will begin as soon as the pricing methodology manual is completed. At the same time, communication is underway with the training center in order to integrate the mentioned training module in the curriculum and to organize the training of trainers in near future. Since the training module is not incorporated in the curriculum, the first indicator cannot be considered implemented. Training of the employees of service provider agencies and other interested parties according to the mentioned training module will be possible once the public service pricing methodology guideline and a respective training module are developed. At this stage, none of the service providers has been trained, therefore the second indicator is not met.

According to the information provided by the Public Service Development Agency, work on development of a training module on the new pricing methodology has not yet begun. None of the indicators point to the implementation of the activity, therefore, the **activity 4.4.2. should be considered unimplemented.**

Implementation of Objective 4.5.

The objective 4.5. of the Action Plan implies improving the access to public and private sectors' e-services by enhancing My.gov.ge. The indicator for the objective is defined as the increased number of electronic services available at My.gov.ge.

Objective 4.5. Improve access to public and private sectors' e-services by enhancing My.gov.ge

Outcome indicator(s): Increased number of electronic services available at My.gov.ge

Baseline 2018: 427

Target 2020: 470

***Additional outcome indicator:** Increased number of private sector electronic services available at My.gov.ge*

Baseline 2018: 0

Target 2020: 10

Objective implementation status: mostly implemented

According to the information provided by the responsible agency – LEPL Digital Governance Agency, 646 state electronic services were available on the unified portal as of the first six months of 2020.

The target outcome indicator for 2020 is 470 state electronic services. As for the first six months of 2020 the number of services exceeded the target indicator by 176 which should be assessed positively and the objective 4.5. can be considered fully implemented according to this indicator. It is noteworthy that 179 new services were added to <https://www.my.gov.ge> in just half a year, while a total of 43 services were to be added in two years. Here, it should be noted that it is desirable to define more ambitious target indicators for the next Action Plan in order to achieve the real progress.

The indicator defined by the action plan is not sufficient to measure the performance of the objective 4.5. since the objective indicates to an increase in access to public and private services while the indicator by which the objective is evaluated measures the increase in public services only. Accordingly, an increase in private e-services was identified as an additional indicator for monitoring purposes. By 2019 several private e-services were available at the unified e-services portal, while information provided by the LEPL Digital Governance Agency does not prove addition of private e-services to the portal during the first six months of 2020. According to the information provided by the agency, the agency is trying to engage the private sector through meetings and awareness-raising campaigns, so that their services can also be placed on the portal. Although public services are being added to the portal at a rapid pace, given the state of private sector services, in order for the 2020 target to be met, the portal should already have a certain number of private sector services provided, which is not provided. Consequently, the **objective 4.5. should be considered mostly implemented.**

Implementation of Objective 4.6.

The objective 4.6. of the Action Plan implies the introduction of the interoperability framework to develop e-governance and ensuring the access to information. The outcome indicator for the objective has been defined as number of public services integrated into the Data Exchange Infrastructure.

Objective 4.6. Introduce the interoperability framework to develop e-governance and ensure the access to information

Outcome indicator(s): Number of public services integrated into the Data Exchange Infrastructure

Baseline 2018: 140

Target 2020: 196

Objective implementation status: fully implemented

According to the information provided by the LEPL Digital Governance Agency 189 services were integrated into the Data Exchange Infrastructure by the end of the second quarter of 2020 and the agency plans to continue work till the end of 2020. Given that the target rate is missing 7 services, and 49 services were integrated in a year and a half, by the end of 2020 the result may slightly exceed the target indicator. However, it is desirable for the two-year action plan to have more ambitious targets for the objectives. As of the second quarter of 2020 the **objective 4.6. should be considered fully implemented.**

Implementation of Objective 4.7.

The objective 4.7. of the Action Plan implies enhancing critical infrastructure security through raising awareness and developing the teaching methodologies. The outcome indicator for this objective has been defined as an increased weighted score of assessing the critical infrastructure assets by 20%.

Objective 4.7. Enhance critical infrastructure security through raising awareness and developing the teaching methodologies

Outcome indicator(s): Weighted score of assessing the critical infrastructure assets is increased by 20%

Baseline 2018: 24

Target 2020: 29

Objective implementation status: partly implemented

According to the information provided by the LEPL Digital Governance Agency the indicator for the increase of the total weighted score of critical infrastructure subjects will be evaluated by the end of 2020. Nevertheless, the agency has taken some steps to achieve the objective, namely: the basic cyber security training material has been updated on the electronic training platform – elearning.gov.ge and with the help of European experts, cyberhygiene training materials have been created for schools, which have been translated into Georgian.

Even though the PAR Action Plan envisages 2020 as a target for the objective implementation and does not define an interim target, some steps for its implementation should have been taken during the reporting period. According to the information provided by the agency, some effort has been made to achieve the objective. These are not sufficient to measure the objective performance according to the outcome indicator, however, are an important prerequisite for the objective implementation. Thus, the **objective 4.7. should be considered partly implemented.**



CONCLUSION AND RECOMMENDATIONS

Conclusion and Recommendations

In some cases, indicators and target indicators defined for the confirmation of the implementation of the objectives under the Public Service Delivery 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 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 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.

For the majority of the objectives defined by the Action Plan for the Public Service Delivery direction, interim monitoring was complicated due to absence of relevant data as the Action Plan does not provide interim targets.

Most of the activities and objectives envisaged for the first six months of 2020 by the Action Plan for the Public Service Delivery direction are unimplemented, which makes it doubtful that the Action Plan for 2020 will be successfully implemented.

In order to eliminate the aforementioned gaps and challenges, 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.



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