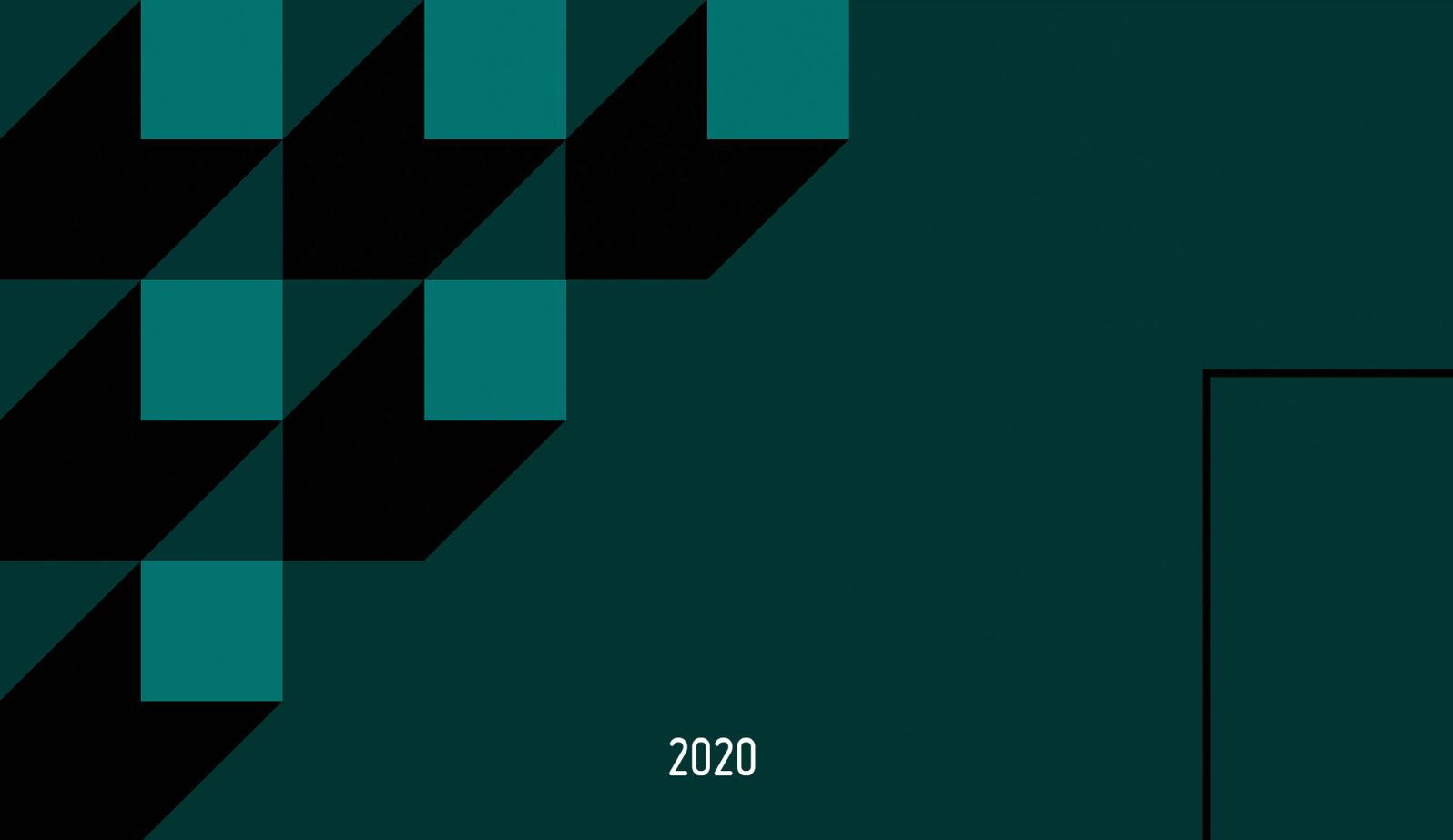




INTERIM ALTERNATIVE MONITORING
REPORT ON THE IMPLEMENTATION OF THE
PUBLIC ADMINISTRATION REFORM (PAR)
ACTION PLAN FOR 2019-2020

DIRECTION 1:
POLICY PLANNING AND COORDINATION

FIRST HALF OF 2020



2020



ევროკავშირი
საქართველოსთვის
The European Union for Georgia



GEORGIAN
YOUNG
LAWYERS'
ASSOCIATION

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INTRODUCTION

Introduction

In the Association Agreement between Georgia and the European Union, the Government of Georgia recognizes the need for a number of reforms, including good governance, public service, public administration, the fight against corruption, and more.¹ The Public Administration Reform launched in 2015 is based on the Association Agreement. The Government approved a Public Administration Reform Roadmap and a Policy Planning System Reform Strategy.² With these documents, the Government expressed the readiness to fulfill the obligations.

The Government of Georgia, once in every two years elaborates and approves the Action Plan. In 2019, the third action plan was prepared, which includes 6 directions: policy planning and coordination, human resource management, accountability, public service delivery, public finance management and local self-governance.

The present document addresses the first direction of the reform - Policy Planning and Coordination.

The Reform has played an important role in shaping result-oriented and evidence-based policies. During this period, the Government approved first policy-planning guide. However, due to its general nature, it was replaced by new methodological and regulatory documents that have reflected in more detail and clarity all stages of the policy cycle. Amendments were made to the Law on Normative Acts and it became mandatory to assess the regulatory impact on draft laws.

Despite the achievements, the reform faced significant challenges. Until 2019, its implementation was not monitored, the Government did not publish reports, and civil society was not involved not only in the evaluation of the results, but also in the process of the action plan elaboration. Only a brief monitoring results prepared for the EU Mission were presented to the Public Reform Council.

After the civil society involved in monitoring of the Public Administration Reform, new challenges have been identified in relation to the content of the action plan objectives, compliance with the S.M.A.R.T. criteria of the indicators, non-compliance with the deadlines on the implementation stage and other procedural issues.³ The main challenge in the Policy Planning and Coordination direction revealed through the 2019 assessment was meeting deadlines of activity implementation making it impossible to achieve the objectives within the set timeframe; despite the improved wording of the indicators, the lack of specificity and measurability of the indicators was still observed; cases of content duplication were observed not only in relation to objectives under other strategy but also in relation to activities; Lack of access to information and evidence from public institutions and responsible agencies was identified as a significant challenge.

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”, Preamble. Available at: <https://matsne.gov.ge/ka/document/view/2496959?publication=0>.

²Decree of the Government of Georgia #427 (August 19, 2015) on Approval of the Public Administration Strategic Documents - “Public Administration Reform Roadmap 2020 of Georgia” and “Policy Planning System Reform Strategy 2015-2017”.

³“Interim Alternative Monitoring Report on the Implementation of the Public Administration Reform Action Plan for 2019-2020”, Georgian Young Lawyers Association (GYLA) and the Institute for Development of Freedom of Information (IDFI), 2020. Available at: [https://idfi.ge/en/interim_alternative_monitoring_reports_on_the_implementation_of_the_par_action_plan,last update: 26.10.2020](https://idfi.ge/en/interim_alternative_monitoring_reports_on_the_implementation_of_the_par_action_plan,last%20update:26.10.2020) .



METHODOLOGY

Methodology

The purpose of this document is to monitor the implementation of the Public Administration Reform Action Plan for 2019-2020 and to evaluate the policies pursued. The report analyses the state of implementation of each activity planned for the first 6 months of 2020, based on the indicators set out in the Action Plan.

The monitoring results provide a measurement of the performance of the objectives set out in the Action Plan and the activities planned for their implementation during the first 6 months of 2020, based on quantitative and qualitative criteria. In addition, the report also provides the results of monitoring the activities that during the 2019 monitoring had the status: mostly implemented, partly implemented or unimplemented.

Quantitative and/or qualitative indicators are used to assess the objectives and activities outlined in the Action Plan.

Implementation of the objectives and activities were given one of four statuses:

- 1. FULLY IMPLEMENTED** – an activity/objective is fully or almost fully implemented or only a minor part of it has not been completed;
- 2. MOSTLY IMPLEMENTED** – a major part of an activity/objective was implemented, while part of it has not been completed;
- 3. PARTLY IMPLEMENTED** – a part of an objective/activity was implemented while a major part remains incomplete;
- 4. UNIMPLEMENTED** – an objective/activity was not implemented at all or a minor part is implemented and it is impossible to observe progress.

The monitoring reporting period is the first 6 months of 2020 (from January 1 including June 30). Accordingly, the part of the reform that was planned to be implemented during the first and second quarters of 2020 was assessed.

The monitoring assessment was mainly based on an analysis of legislation, international standards and analysis of Public Administration Reform commitments through various tools. Legislative and other normative materials were analyzed during the monitoring. In addition, the monitoring team examined the international standards and commitments that Georgia has made in the area of public administration.

Monitoring was based on the following main sources:

- Public information

Statements requesting public information were sent to the responsible agencies, the Ministry of Justice and Administration of the Government of Georgia. The document also is based on information from open sources, websites and reports from the government agencies.

- Group interviews and workshops

The monitoring methodology included group interviews and workshops, however at this stage it was not necessary to hold such meetings.



MAIN FINDINGS

Main Findings

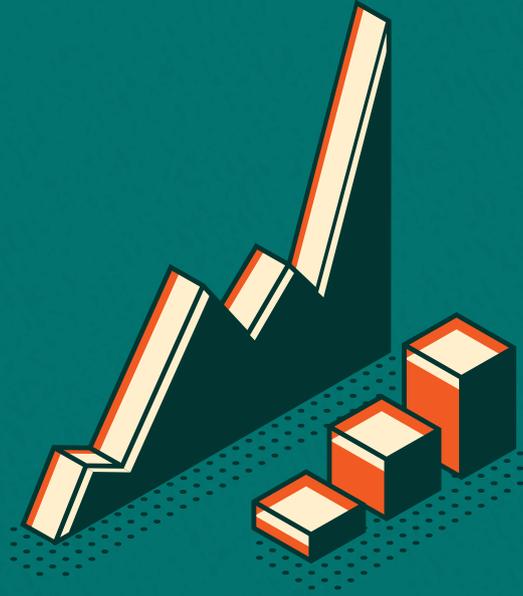
The main problem in the Direction of Policy Planning and Coordination identified within the Second Alternative Report on implementation of the Action Plan is delays in the activities' implementation, which ultimately lead to delays in achieving or not achieving the objectives at all.

Similar to the previous monitoring, an important challenge is the receipt of comprehensive information from the responsible agencies, as well as the inability to verify this information.

The monitoring revealed the wrong direction of the risks and its formal nature. In some cases, the risks were not described at all. The implementation of the Action Plan is, in fact, in the penultimate phase, although its goal has not even partially been achieved.

During the monitoring period, out of the four objectives of the Policy Planning and Coordination direction of the Action Plan one was partly implemented and three were not implemented.

Out of ten activities of the Policy Planning direction of the Action Plan, three have been fully implemented, one is mostly and two are partly implemented while four activities are unimplemented.



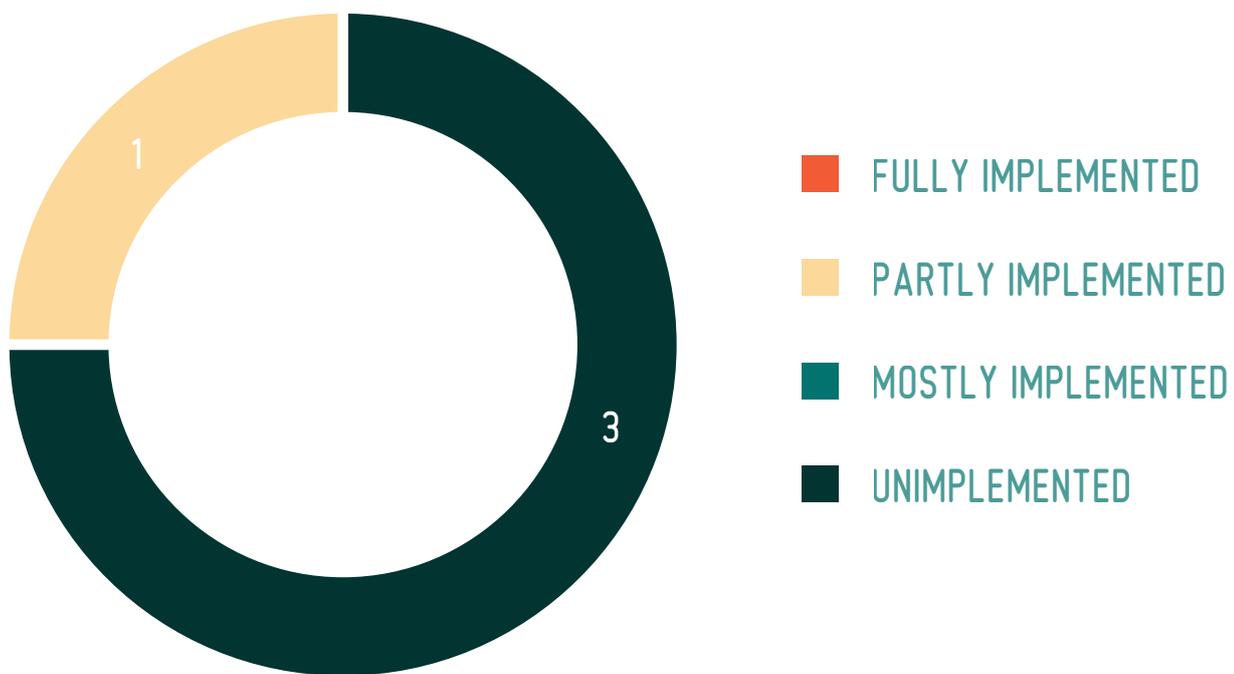
OBJECTIVE AND ACTIVITY IMPLEMENTATION MONITORING

Objective and Activity Implementation Monitoring

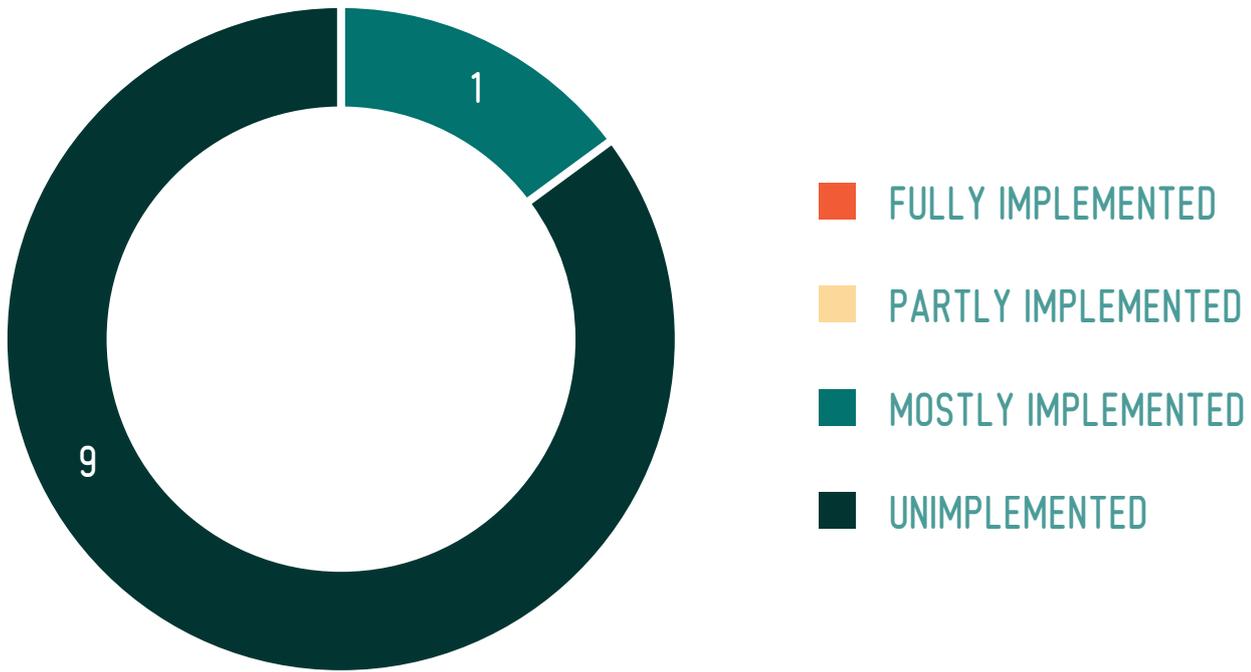
The aim of the first direction of the Action Plan is to improve the field of public policy (from policy planning to outcome evaluation). The Action Plan in this direction includes 4 objectives and 17 activities. The deadline for implementation is from the 3rd quarter of 2019 to the end of 2020. This report evaluates the achievement of 4 objectives and 10 outcome indicators, as well as the achievement of 10 activities and 16 output indicators.

During the monitoring period, out of the four objectives of the Policy Planning and Coordination direction of the Action Plan one was partly implemented and three were not implemented.

OBJECTIVE IMPLEMENTATION RESULTS

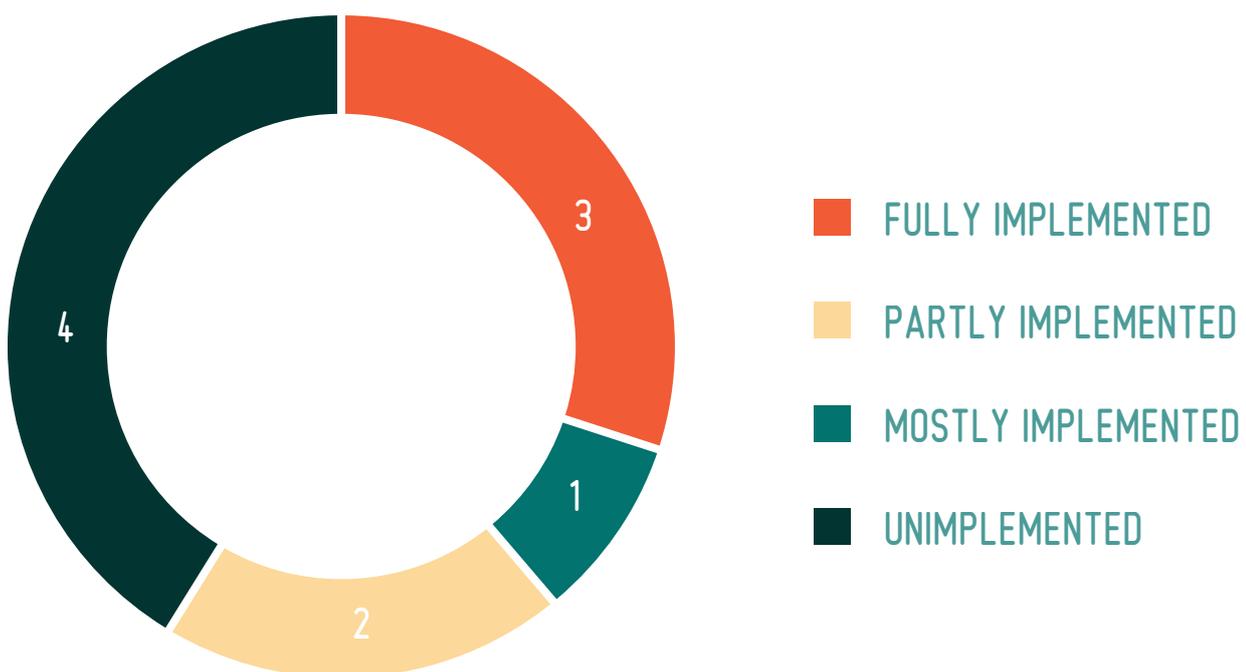


OUTCOME INDICATORS

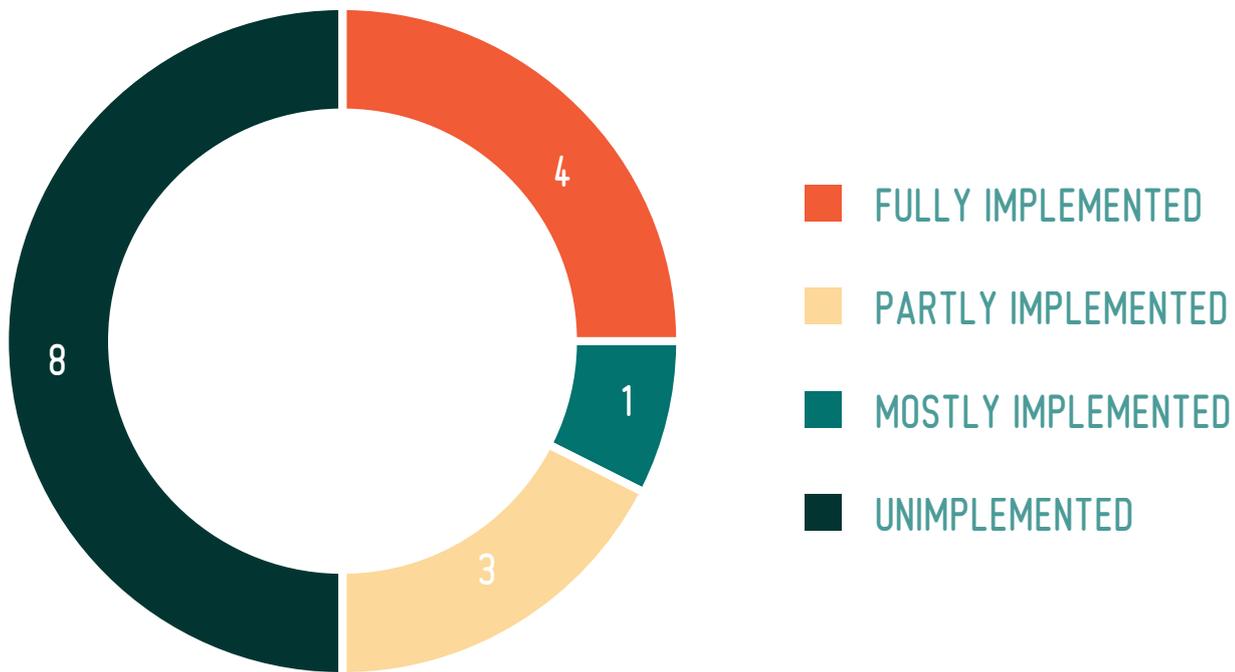


Out of ten activities of the Policy Planning direction of the Action Plan, three were fully implemented, one is mostly implemented and two are partly implemented, while four are unimplemented.

ACTIVITY IMPLEMENTATION RESULTS



OUTPUT INDICATORS



Objective 1.1: Improve the quality assurance control mechanism of policy documents and develop the capacity of the civil servants intending to perfect the system of policy planning and coordination

The objective implies improvement of the quality assurance control mechanism of policy documents. Its goal is capacity building of civil servants so that each stage of the policy cycle is fully introduced. The two indicators evidencing the result evaluate the implementation of the objective qualitatively, presented as shares.

Outcome indicator(s):

1. Share of the policy documents submitted to the Government that meet the requirements of updated Policy Planning, Monitoring and Evaluation Guideline

Baseline 2018: N/A

Target 2020: 51%

2. Share of the trained civil servants in Public Policy Analysis Trainings who have been awarded with the "completed with distinction" (the highest) certificate

Baseline 2018: N/A

Target 2020: 51%

Objective implementation status: partly implemented

According to the first Indicator, 51% of policy documents submitted to the Government for approval by the end of 2020 should meet the standards. It was approved by the Government in 2016,⁴ was updated at the end of 2019⁵ and was enforced on January 1, 2020. Accordingly, all policy documents submitted to the Cabinet for approval must be in compliance with it. Since despite the request the Government Administration did not provide information necessary for the evaluation of the objective achievement and the information is not available on open sources, the monitoring team is unable to assess the progress of the objective. It is also noteworthy that according to the Policy Planning, Monitoring and Evaluation Handbook *"Normally, a period of at least six months is required from commencing a policy planning process until the development of quality policy document. However, depending on the scale of an area, human resources and expertise, it may prolong up to one year."*⁶

From January 2020, after the enactment of the approval of the Rules of Policy Planning, Monitoring and Evaluation by the Government Decree, the development of the annual plan of government policy documents is mandatory.⁷ The decree stipulates that a public agency only begins the process of drafting a policy document once the annual action plan for government policy documents is approved. Consequently, according to the rule, none of the policy documents can be submitted to the government for approval until the abovementioned plan is approved reflecting the initiated policy documents. In exceptional cases, a policy document which is not included in the plan may be submitted to the government for approval. The public agency has an obligation to substantiate such an exception.⁸

⁴ Decree of the Government of Georgia #629 (December 30, 2016) on Approval of the Policy Development Document "Policy Planning Handbook".

⁵ Decree of the Government of Georgia #629 (December 20, 2019) on Approval of the Rules of Policy Planning, Monitoring and Evaluation.

⁶ Ibid. Normative Act #2, Policy Planning, Monitoring and Evaluation Handbook, p. 13.

⁷ Decree of the Government of Georgia #629 (December 20, 2019) on Approval of the Rules of Policy Planning, Monitoring and Evaluation, Article 6.

⁸ Ibid. Article 7.

According to the rule, the Government Administration requests information from public agencies at the beginning of the year in the form of a table, the submission deadline of which is a maximum of 10 days. Within 20 days of receiving the information, the Administration prepares a draft of the plan and, at the same time, makes recommendations to the agencies if necessary. Within 20 days after the issuance of the recommendations, it prepares the final version and submits it to the Government for approval. It is after these processes that the policy planning process actually begins.⁹

Considering the abovementioned the status of outcome indicator is: **unimplemented**.

According to the second indicator of the objective, the result will be achieved if at the end of 2020 51% of public servants will complete a training course with a certificate of excellence. Courses are divided into phases and training is conducted in stages.¹⁰ As provided in the first Alternative Monitoring Report, GYLA considers only the data of the second phase during the evaluation, as only the second phase refers to the updated regulatory and methodological documents. At the end of 2019, 45 officials were trained in the first group (November-December 2019) under the second phase, of which, according to the Government Administration, 16 received certificates of excellence. In the second group (February-March 2020) 52 officers were trained, 11 of whom received certificates of excellence.¹¹ In total, 97 officers were trained and 27 received the certificate. Consequently, the final target of the indicator is not reached at this stage.

It can be said that the implementation of the second indicator of the objective has started, however, this component will be considered mostly implemented.

Finally, at this point the objective is partly implemented.

Activity 1.1.1: Elaborate, deliberate, approve and print the package of the Regulatory and Methodological amendments of the Policy Planning, Monitoring and Evaluation

Output indicator:

1. "Rule on Elaboration, Monitoring and Evaluation of the Policy Documents" is developed and approved by the decree of the Government
2. Handbook on the Elaboration, Monitoring and Evaluation of the Policy Documents is developed, discussed in the working group and approved by the decree of the government
3. Annexes of the Handbook on Policy Planning, Monitoring and Evaluation are elaborated
- Instructions/samples:
 - On the conduct of the Situation Analysis;
 - On the development of the Goals and Objectives and Logical Framework;

⁹ Ibid. Article 6.

¹⁰ Letter #GOV 3 20 00003949 of February 3, 2020 of the Administration of the Government of Georgia.

¹¹ Letter #GOV 0 20 00030009 of July 24, 2020 of the Administration of the Government of Georgia.

- On the elaboration of the Output Indicators and Indicators' Passport;
- On the development of Action Plan;
- Tools for Costing of Action Plan;
- Instruction for the Quality Assurance;
- Glossary;
- Instruction for Conducting Public Consultations.

The full Handbook is printed.

Activity implementation status: mostly implemented

The first activity of the first objective has 3 output indicators and evaluates the implementation of the activity qualitatively.

The performance of the first two indicators in the 2019 alternative monitoring report was considered to be fully implemented. Accordingly, its discussion is no longer presented in this report.

The third output indicator of the activity determines the minimum list of the Handbook annexes/instructions. One of such document is “Instruction for Conducting Public Consultations”. As during the 2019 Alternative Monitoring Report, it has not been developed at this stage either. **Since a certain part of the activity is still to be implemented and “Instruction for Conducting Public Consultations” is yet to be approved, which is the essential part to ensure engagement of civil society in the policy planning, the third indicator shall remain with the status “mostly implemented”.**

Activity 1.1.3: Training for civil servants on Policy Planning (monitoring and evaluation)

Output indicator:

70 civil servants are trained

Activity implementation status: fully implemented

According to the Government Administration, the policy planning, monitoring and evaluation training was conducted in two streams. Total number of trained officials is 97.¹² **Accordingly, the activity is fully implemented.**

¹²Letter #GOV 0 20 00030009 of July 24, 2020 of the Administration of the Government of Georgia.

However, it should be noted that the action plan repeats similar activity and its output indicator (Activity 1.2.2). Implementation of this activity automatically means confirming the performance of another activity. In addition, the output indicator is general and does not specify the category of officials.

Activity 1.1.4: Study of the best practices and legislative basis for conducting public consultations at the policy elaboration stage

Output indicator:

Research report is developed and recommendations are elaborated accordingly

Activity implementation status: fully implemented

The fourth activity also has one output indicator, which evaluates its implementation qualitatively. The implementation period is set for the third quarter of 2019. However, its implementation became possible only during the first 6 months of 2020, with the support of an international donor organization. Although the Instruction for Conducting Public Consultations is not approved yet, the output indicator only refers to the development of a research report. **Thus, this activity shall be considered fully implemented.**

Activity 1.1.6: Elaboration of the Annual Plan of the Government Policy Documents

Output indicator:

The Annual Plan is approved by the decree of the Government

Activity implementation status: partly implemented

Approval of the Government policy document annual plan became mandatory by a Government Decree. According to the rule, a maximum of 50 working days are required to develop this plan, calculated from the beginning of the year.¹³ Considering this the Government was to approve the plan in the first quarter of 2020. According to the information of the Government Administration, the plan is developed but was not approved during the reporting period, since amendments were needed due to pandemic. **Accordingly, this activity is only partly implemented.**

Objective 1.2: Improve the quality of policy implementation Monitoring, Reporting and Evaluation in order to ensure result-based management and increased public accessibility

The lack of reporting was a significant shortcoming at the final stage of policy document development. The policy makers and actors responsible for the policy document implementation were not result-oriented due to that. Their actions were chaotic. This objective is aimed at the emergence and establishment of accountability. It serves to involve the public in policy-making and to systematize processes.

Three outcome indicators evaluate the implementation quantitatively and qualitatively.

Outcome indicator(s):

1. Share of annual monitoring reports on implementation of strategies approved by the government that comply with the requirements of updated Policy Planning, Monitoring and Evaluation Handbook

Baseline 2018: N/A

Target 2020: 51%

2. Share of mid-term or final evaluation reports on implementation of strategies approved by the government that comply with the requirements of updated Policy Planning, Monitoring and Evaluation Handbook

Baseline 2018: N/A

Target 2020: 51%

3. Share of annual monitoring reports on implementation of strategies approved by the government that are published on the website of the responsible agency

Baseline 2018: N/A

Target 2020: 90%

Objective implementation status: unimplemented

The aim of the objective is to increase the quality of policy document evaluation. Confirmation of the first and second indicators requires the existence of relevant guidelines. The latter was approved in December 2019 and came into force in January.¹⁴ Accordingly, the objective is directed to the policy documents adopted after the approval of this guideline, the annual monitoring or evaluation of which, especially the publication of the implementation report, could not be performed during the first 6 months of 2020. **Thus, all three outcome indicators are unimplemented.**

¹⁴Decree of the Government of Georgia #629 (December 20, 2019) on Approval of the Rules of Policy Planning, Monitoring and Evaluation.

Output indicator:

70 civil servants are retrained

Activity implementation status: fully implemented

According to the Government Administration, the policy planning, monitoring and evaluation training was conducted in two streams. Total number of trained officials is 97.¹⁵ **Accordingly, the activity is fully implemented.**

However, it should be noted that the action plan repeats similar activity and its output indicator (Activity 1.1.3). Implementation of this activity automatically means confirming the performance of another activity. In addition, the output indicator is general and does not specify the category of officials.

Activity 1.2.3: Develop a Unified E-System for elaboration, monitoring, reporting and evaluation of policy documents

Output indicator:

1. A document describing business processes of the e-system is developed in accordance with agreed concept
2. E-system (platform) is developed and operates on the bases of the final document describing business processes
3. E-system operates properly and technical support is sustained
4. E-system allows citizens to give their opinion on policy documents that are in the process of elaboration

Activity implementation status: partly implemented

The first Indicator of the activity consists of three components: (1) the development of a Unified Electronic System Concept for the Policy Document Development, Monitoring and Evaluation; (2) Agreement on it between the parties involved and (3) Launch of a description of the business process based on it. The e-system concept provided by the Government Administration confirms the implementation of this part of the activity. The Government Administration and LEPL Data Exchange Agency are working on the e-portal development with the support of UNDP. According to their information, the work on the document is finalized. Accordingly, this part of the activity **shall be considered fully implemented.**¹⁶

The deadline for the implementation of the second output indicator is defined in the Action Plan for the first quarter of 2020 and implies the creation and operation of an electronic system. However, according to the Government Administration, only the system analysis by developers is ongoing at this stage. **Accordingly, this activity will be considered partly implemented.**¹⁷

At this stage the activity is considered partly implemented because a large part of its indicators has not yet been performed.

The deadline for the other two activities is the IV quarter of 2020. Accordingly, it goes beyond the reporting period of this document and will be evaluated in the next study.

Objective 1.3: Develop a practice of elaborating Policy Documents electronically in order to enhance the transparency of anti-corruption policy elaboration and effectiveness of inter-agency coordination

The aim of the objective is to increase the transparency and coordination of the anti-corruption policy development process. According to the objective, policy documents should be prepared through an electronic platform. This will help to increase citizen participation, quality of documents and publicity.

The objective has four indicators, which evaluate it qualitatively.

Outcome indicator(s):

1. Timeline for Policy elaboration, monitoring and evaluation

Baseline 2018: 4 months / 2 months

Target 2020: 3 months / 1 months

2. Share of representatives of the Anti-corruption Inter-agency Coordination Council member agencies who have completed the training "with distinction"

Baseline 2018: 0%

Target 2020: 70%

3. Increased engagement of the Council member NGOs and international organizations

¹⁷Ibid.

Baseline 2018: up to 30 comments

Target 2020: At least 50 activities of the Action Plan have written remarks from council member civil society and international organizations

4. Share of the strategic documents and monitoring reports that are filled out flawlessly

Baseline 2018: 0%

Target 2020: 70% of the first drafts

Objective implementation status: unimplemented

The basis for achieving the objective is the development of an electronic portal by the Anti-Corruption Council, however, since the mechanism has not been developed by the Council, **this objective is unimplemented.**

It is noteworthy that the Government Administration has started development of a similar platform, a unified electronic system for the development, monitoring, reporting and evaluation of policy documents. It is significant that the Secretariat and the Ministry of Justice modify the objective to avoid duplication and ensure better performance of activities and objectives envisaged by the Action Plan. Accordingly, the content of the activities or its activities should be given the status of "implementation process is suspended", which in this case will be a reasonable step of the agency both in terms of content and technically.

Activity 1.3.1: Development of Anti-corruption Council E-portal concept

Output indicator:

1. Interim working group is established and composed of representatives of the Council member agencies and technical personnel in order to develop E-portal
2. A research on best-practice is conducted
3. A concept of E-portal is developed and agreed upon by the WG
4. Document describing business processes of the E-portal is developed on the bases of agreed concept

Activity implementation status: unimplemented

The status of the activity in the Alternative Monitoring Report 2019 was “unimplemented” as the information provided to the Secretariat by the Ministry of Justice did not confirm the achievement of the output indicator. Comprehensive information is not provided and analyzed respectively during the present reporting period either to track the progress in this direction. **Thus, this activity is unimplemented.**

Activity 1.3.2: Technical development and launch of the portal

Output indicator:

1. E-portal (program) is developed and launched based on the final document describing business processes
2. User Manual of the E-portal is developed
3. E-portal operates properly and technical support is sustained

Activity implementation status: unimplemented

According to the information provided by the Ministry of Justice, the responsible agency neither has a final document describing business processes, nor has it launched working on operational part of the e-portal.¹⁸ **Accordingly, all three output indicators are unimplemented.**

Activity 1.3.3: Trainings of E-portal users

Output indicator:

Representatives of the Anti-Corruption Council member agencies are trained

Alternative output indicator: At least 2 employees of units with analytical functions from each Anti-Corruption Council member agencies are trained in using e-portal.

Activity implementation status: unimplemented

In order to perform the output indicator of the third activity and to train e-portal users, the electronic system itself needs to exist which is not created yet. In addition, it is noteworthy that the output indicator is similar to the activity, making it impossible to evaluate it for monitoring purposes. An alternative indicator was outlined accordingly allowing the monitoring team to evaluate the activity quantitatively. **Despite the mentioned, the activity is unimplemented.**

¹⁸ Letter #12675 of September 21, 2020 of the Ministry of Justice of Georgia.

Objective 1.4: Establish the evidence-based policy development system through implementation of Regulatory Impact Assessment (RIA) on legislative acts

The goal of the fourth objective is to develop and conduct evidence-based policy by the Government. This implies an assessment of the impact of legislative acts on various areas. The State took the commitment to introduce and implement Regulatory Impact Assessments as early as 2015¹⁹ and its implementation was undertaken not only within the framework of Public Administration Reform, but also through other strategic documents and agreements.²⁰

Outcome indicator(s):

Share of the Government initiated legislative packages elaborated in accordance with the Regulatory Impact Assessment (RIA)

Baseline 2018: 0%

Target 2020: 5%

Objective implementation status: unimplemented

The objective is evaluated by one indicator. By the end of 2020, 5% of legislative packages initiated by the Government should have passed the regulatory impact assessment. During the reporting period, an amendment was made to the Law on Normative Acts and the norms for assessing the regulatory impact were added, although it was determined to enter into force from January 2020.

Despite the request of GYLA, the Government Administration did not provide information on the share of legislative packages initiated by the Government in parliament and developed based on regulatory impact assessment. For an alternative review, the monitoring team studied the legislative packages initiated by the Government of Georgia since February 2020 and the attached documentation on the Parliament website. The analysis revealed that 2 out of the 29 draft laws initiated contained a RIA document developed prior to the amendments to the Law on Regulatory Impact Assessment Methodology and Regulations (in 2018-2019). It should be noted that not all initiated draft laws could be subject to regulatory impact assessment, however, at the same time, the RIA document should not precede the date of approval of the methodology by the Government. Otherwise, the formal achievement of the outcome indicator makes the content of the objective itself and the mandatory introduction of a regulatory impact assessment irrelevant. Consequently, the Government Administration should not use evidence in its future assessment of public administration Reform objectives that precedes the attempt to achieve this objective itself.

¹⁹ Policy Planning System Reform Strategy 2015-2017, Action Plan objective 3.

²⁰ Decree of the Government of Georgia #537 (November 12, 2018), Commitment 8 of the annex; Decree of the Government of Georgia #484 (October 4, 2019) on Approval of the National Anti-corruption Strategy of Georgia and National Anti-corruption Strategy Action Plan 2019-2020, Annex, Action Plan objective 3.2.

Accordingly, the responsible agency did not achieve the aim set by the objective and the outcome indicator is unimplemented at this stage.

Activity 1.4.3: Awareness of civil servants responsible for lawmaking is raised and trainings are conducted on Regulatory Impact Assessment of legislative acts

Output indicator:

Trainings are conducted, 50 civil servants are trained

Activity implementation status: partly implemented

The deadline for the activity implementation is IV quarter of 2019 and IV quarter of 2020. According to the information provided by the Government Administration, distance training on RIA system introduction was organized with support of donor organizations,²¹ attended by 12 representatives of the Ministry of Justice, the Ministry of Finance, the Ministry of Economy and Sustainable Development and the Government Administration.²²

Accordingly, since the training was held during the reporting period, the activity shall be considered partly implemented.

²¹USAID/GGI and EU project "Support to the Public Administration Reform in Georgia".

²²Letter #GOV 0 20 00030009 of July 24, 2020 of the Administration of the Government of Georgia.



RECOMMENDATIONS

Recommendations

The Policy Planning direction of the Public Administration Reform Action Plan sets out the objectives essential to conduct evidence-based and result-oriented policies. All components of policy planning require time and resources. Consequently, it is necessary for the responsible agencies to see this challenge in order to achieve the objectives set for the future. The monitoring team outlined several significant recommendations:

01

Many of the activities to be implemented in 2019 and first six months of 2020 are still in an active phase, so it is essential for each agency to rationally determine the timeframe for the remaining activities in order to avoid overdue;

02

Proper risk assessment and identification of measures for their management is significant;

03

Indicators related to training modules should be specified. The contingent of participants should be clearly defined;

04

The Action Plan should not include indicators that will not be specific and measurable;

05

The Government needs to envisage new and ambitious commitments within the Public Administration Reform;

06

Duplication of activities in the Action Plan should be ruled out;

07

Every responsible agency should ensure high accessibility to public information on all documents representing the source of confirmation of activities or objectives to ensure comprehensive alternative monitoring.



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