

Progress Report on the Implementation of the

2019 Public Administration

2020 Reform Action Plan

(January-June 2020)



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Executive Summary

Public Administration Reform (PAR) has been implemented in Georgia since 2015 in accordance with the European Principles for Public Administration. Many commitments have been successfully implemented since the start of the Reform, which ensures formation of a **transparent, accountable and effective public administration system**.

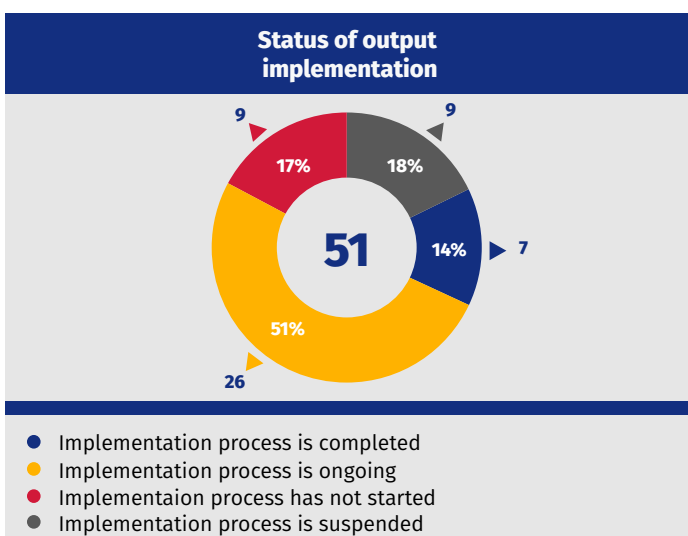
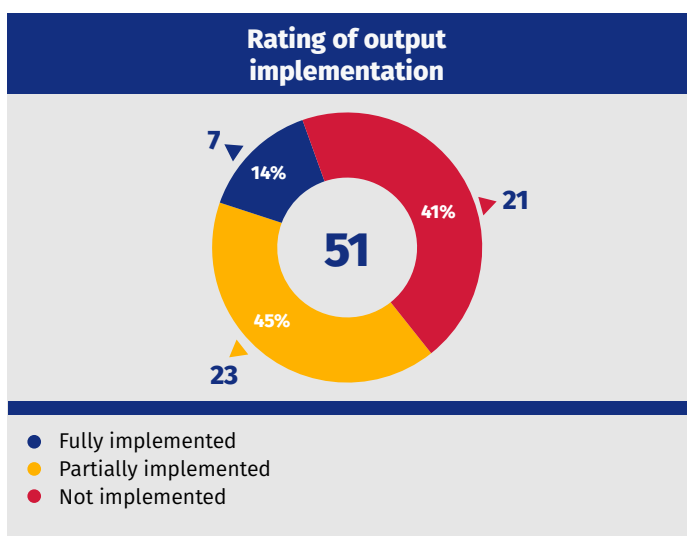
This document is a Progress Report on the implementation of PAR Action Plan for 2019-2020. It aims at showcasing progress with regard to implementation of **activities and output indicators envisaged by the Action Plan**, demonstrating achievements and shortcomings, elaborating relevant recommendations and disseminating this information to the relevant stakeholders.

I-II quarters 2020



Key Achievements

- ▣ **Guideline on Conducting Public Consultations** developed (p. 15)
- ▣ Number of retrained civil servants in Policy planning, Monitoring and Evaluation increased up to 227 (61,7% received certificates of excellence) (p. 15)
- ▣ First wave of civil servants was retrained under **Regulatory Impact Assessment (RIA) training module** (p. 18)
- ▣ **Electronic training course on ethics** is being piloted on ethics.gov.ge web portal (p. 22)
- ▣ **Open Government Partnership – Georgia** website was launched (p. 27)
- ▣ A draft **Open Government Partnership Georgia Communication Strategy and Action Plan** were developed (p. 27)
- ▣ **Concept and Methodology document of Public Service Index** was developed (p. 33)
- ▣ Number of services on my.gov.ge web portal **increased up to 646** (p. 35)



Number of Output Indicators According to Responsible Agencies

12



Ministry of Justice
of Georgia

7



LEPL – Digital
Governance Agency

18



Administration of
the Government of
Georgia

8



LEPL – Civil Service
Bureau

6



LEPL – Public
Service
Development
Agency

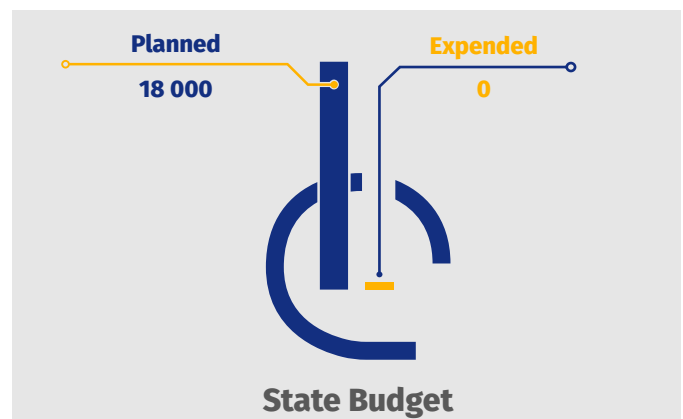
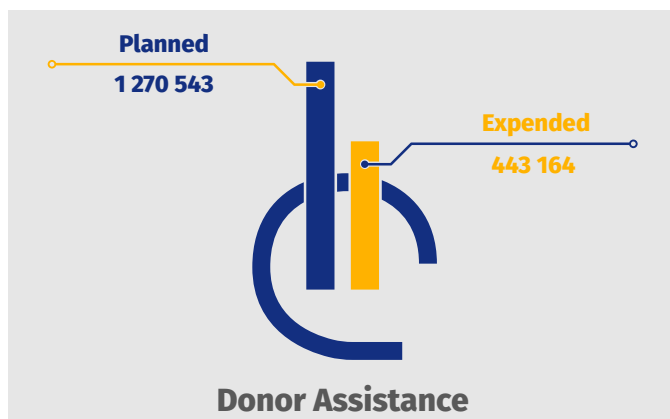
Implementation progress of output indicators according to the relevant agencies as of 2nd quarter of 2020

	Fully implemented	Partially implemented	Not implemented
Administration of the Government of Georgia	4 ▶ 33%	5 ▶ 42%	3 ▶ 25%
Ministry of Justice of Georgia	-	2 ▶ 25%	6 ▶ 75%
LEPL – Digital Governance Agency*	-	5 ▶ 83%	1 ▶ 17%
LEPL – Civil Service Bureau	2 ▶ 29%	3 ▶ 43%	2 ▶ 29%
LEPL – Public Service Development Agency	1 ▶ 6%	8 ▶ 44%	9 ▶ 50%

*Former LEPL – Data Exchange Agency



Financial Expenditure



Key Challenges

- Impact of the novel coronavirus pandemic on the Action Plan implementation
- Meeting the implementation deadlines.



Recommendations

- Deadlines set by the Action Plan should be thoroughly reviewed and in case the implementation process is lagging behind, the new deadlines should be set.
- Responsible agencies should resume the implementation process of the suspended output indicators in a timely manner.
- The PAR Council Secretariat should be promptly notified about the delays caused by the spread of the novel coronavirus, which at the end of 2020 may impede the meeting of the objectives envisaged by the Action Plan.
- Responsible agencies should present relevant verification sources to the Secretariat in a timely manner.

Introduction

Public Administration Reform (PAR) was launched in Georgia in 2015 with an aim to form a transparent, accountable and effective public administration system; Administration of the Government of Georgia was tasked to coordinate this process. Successful implementation of the Public Administration Reform plays a fundamental role in Georgia's path towards European integration. According to the EU-Georgia Association Agreement, the country should implement in-depth reforms in the fields of public administration and civil service.¹

With the support from the experts of the joint European Union (EU) and Organization for Economic Co-operation and Development initiative - Support for Improvement in Governance and Management (OECD/SIGMA) PAR Roadmap 2020 – a strategic

- ▶ **Policy Development and Coordination**
- ▶ **Civil Service and Human Resource Management**
- ▶ **Accountability**

PAR 2019-2020 Action Plan (third Action Plan) was developed by the Public Administration Reform Council Secretariat (Secretariat) in close cooperation with the OECD/SIGMA experts, local nongovernmental organizations and international organizations.

In order to assess the performance of each objective of the Action Plan, outcome level indicators with specific quantitative or qualitative baseline and target values were developed. Accordingly, the baseline analysis has been conducted along with the research on the end results of each objective of the Action Plan. **The Action Plan includes 23 objectives, 35 outcome indicators, 78 activities and 119 output indicators.** It is noteworthy that in the process of preparing the current Action Plan, an online method of public consultations was employed for the first time.

PAR Coordination Mechanism

In 2015, the Administration of the Government of Georgia was entrusted with the leadership and coordination of the Reform implementation. In 2016, by the order of the Prime Minister, a Public Administration Reform Interagency Coordinating Council was established to coordinate and monitor implementation of the Public Administration Reform. It should be noted that at the initiative of the PAR Council Secretariat, on January 27, 2020 the Prime Minister issued an order establishing the PAR Council as an independent deliberative body, clearly defining its rights and responsibilities, composition and rules of procedure.⁵

The function of Secretariat was entrusted to the **Public Administration Division** of the Policy Planning and Coordination

document defining the government's main objectives in the area of improvement of public administration was developed.² Three subsequent action plans were developed in order to implementing the Roadmap. Currently the implementation of 2019-2020 Action Plan is underway.³

To achieve the reform continuity and ensure active involvement of the high-ranking decision-makers, the **Public Administration Reform Council (PAR Council)** led by the Head of the Administration of the Government of Georgia was established in 2016 by the order of the Prime Minister of Georgia.⁴ The Reform is based on the European Principles for Public Administration⁵ and foresees 5 main and, given the country's priorities, one more additional direction, as listed below:

- ▶ **Public Service Delivery**
- ▶ **Public Finance Management**
- ▶ **Local Self-government**

This document is a progress report on the implementation of Public Administration Reform Action Plan 2019-2020 and aims at showcasing progress with regard to implementation of **activities and their output indicators envisaged by the Action Plan from January 2020 till 30 June, 2020 (I-II quarters)**, demonstrating achievements and shortcomings, elaborating relevant recommendations and disseminating this information to the relevant stakeholders.

The Report was prepared by the PAR Council Secretariat (Administration of the Government of Georgia, Public Administration Division of the Policy Planning and Coordination Department) in cooperation with the public agencies, local nongovernmental organizations and international organizations involved in the process.

Department, AoG, which was established in 2019. The Secretariat provides analytical and organizational support to the Council as well as monitors the Action Plan implementation. The present Report is the third document elaborated within the framework of 2019-2020 Action Plan monitoring process.

The monitoring reports are submitted to the Council for the review and approval. In order to discuss the activities implemented in 2019, a meeting of the PAR Council was held on February 7, 2020. At the meeting, the Secretariat presented a Progress Report 2019 on the implementation of the Action Plan 2019-2020, which covers the period of January-September 2019. In addition, at the same meeting the responsible agencies reviewed the

¹ Association Agreement between Georgia, on the one hand, and the European Union and European Atomic Energy Community and their member states, the "Georgia-EU Association Agreement", Article 4. Available [here](#).

² Public Administration Reform Roadmap 2020, available [here](#).

³ June 10, 2019 Decree №274 of the Government of Georgia on „Approval of Public Administration Reform 2019-2020 Action Plan“. Available [here](#).

⁴ May 3, 2016 Order №135 of the Prime Minister of Georgia on „Approval of the Statute and Composition of the Public Administration Reform Council“ (see the amendment to the Order in subsection titled "Reform Coordination Mechanism"). Available [here](#).

⁵ European Principles for Public Administration, available [here](#).

⁶ January 27, 2020 Decree №17 of the Prime Minister of Georgia on Establishment of the Inter-agency Coordination Council of the Public Administration Reform and Approval of Its Regulations.

progress in implementing the Action Plan as of IV quarter of 2019. It is noteworthy that the Council meeting was attended by the representatives of a wide range of international and local nongovernmental organizations that were actively engaged in the working process of the Council. Experts from the OECD/SIGMA, the heads of the United Nations Development Program (UNDP), the EU Delegation to Georgia and the United States Agency for International Development's (USAID) project Good Governance Initiative in Georgia (GGI), as well as representatives of local

NGOs took an active part in the discussions.

Taking into consideration the situation created as a result of the spread of the novel Coronavirus, the Council and Secretariat switched to online work during the reporting period. Correspondingly, the Council approved the monitoring report 2019 on the implementation of Action Plan using a written procedure. The Report is publicly accessible on the website of the Government of Georgia in Georgian and English languages.⁷



Communication

In 2020, with the support from the UNDP and the British Government joint project – “Support for the Public Administration Reform in Georgia” Public Administration Reform Communication Strategy and a brandbook were developed, which is an important component of the PAR implementation. The elaboration of the Communication Strategy’s respective Action Plan is underway in parallel to the preparation of this Report.

These steps are aimed at strengthening the Public Administration

Reform process in the country, raising awareness of citizens about successful activities implemented in frames of the PAR process as well as about the current and future activities planned under the reform. The Communication Strategy ensures greater stakeholder participation in the process of developing the new Public Administration Reform Strategy and its Action Plan, as well as establishment of high standards of public communication. The final version of the Communication Strategy and Action Plan will be submitted to the Council at the end of 2020.



Monitoring Report Development Methodology

The Action Plan monitoring methodology is based on the Policy Planning, Monitoring and Evaluation Handbook⁸ and the OECD/SIGMA Toolkit for the preparation, implementation, monitoring,

reporting and evaluation of Public Administration Reform and sector strategies.⁹

The output indicators were assessed based on the following criteria:

Monitoring criteria

Rating	Fully implemented	All implementation stages planned for the fulfilment of the output indicator have been fully completed (100%)
	Partially implemented	At least half (at least 50%) of implementation stages planned for the fulfilment of the output indicator have been completed
	Not implemented	None of the implementation stages planned for the fulfilment of the output indicator has been completed (0%)

Status	<ul style="list-style-type: none"> ● The implementation process is completed ● The implementation process is ongoing ● The implementation process has not started ● The implementation process is suspended ● The implementation process is cancelled
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Monitoring criteria reveal implementation of output indicators.

In particular, **the rating** evaluates the implementation degree **content-wise** (to what extent the planned activity has been implemented), while the **status** provides information on the **state of the implementation process**.

In order to identify challenges in real-time, it is important to explore not only the degree of the work performed but also the

procedural flow. For example, an activity may have been mostly implemented at the end of the reporting period, but due to changes in the priorities and/or other reasons, its completion is no longer planned. In such a case, during the evaluation process, the Secretariat has the opportunity to identify suspended and/or cancelled activities, the causes thereof, and provide recommendations to the relevant responsible agencies.

⁷ Government of Georgia, [Annual Monitoring Report](#) on implementation of Public Administration Reform 2019-2020 Action Plan, 2019.

⁸ According to the “Rules of Procedure for Development, Monitoring and Evaluation of Policy Documents” approved by the [Decree of the Government of Georgia](#) №629 on December 20, 2019, the rules of the Handbook shall apply to those policy documents that will be submitted for the Government's approval from January 1, 2020. Nevertheless, this Report is developed according to the standards set by the Handbook.

⁹ OECD/SIGMA [Toolkit](#) for the preparation, implementation, monitoring, reporting and evaluation of public administration reform and sector strategies.

The Monitoring Report covers the period between **January 2020 and June 30, 2020 (I-II quarters)**. Based on the methodology of conducting mid-term monitoring of the Action Plan, the Secretariat assessed the progress achieved in terms of the output

► **were to be completed in 2019**, however, according to the Monitoring Report (2019), were partially implemented or not implemented;

indicators of the Action Plan which were to be completed by the end of 2nd quarter. Besides, the Report also includes the activities that:

► according to the Monitoring Report (2019), **were fully implemented, but** the responsible agency continued the process in 2020.

Implementation of the objectives and their outcome indicators will be evaluated in the Annual Report 2020.

Process of monitoring the implementation of the Action Plan was divided into several stages:

I Stage

Status report that reflects relevant objectives and activities of the Action Plan are sent to responsible public agencies for them to submit information on implementation (including the verification sources)

II Stage

The Secretariat processes received information and forwards it to the local nongovernmental and international organizations for their comments

III Stage

The Secretariat processes received information and prepares the Monitoring Report on the implementation of the Action Plan to be submitted to the PAR Council



Participation of the Non-governmental Sector in the Monitoring Process

The level of civil society involvement has increased both at the development stage of the PAR Action Plan 2019-2020 as well as during the elaboration of monitoring reports on the implementation of the Action Plan.

At the PAR Council meeting held on February 7, 2020, representatives of civil society and international organizations attended the presentation of the **Progress Report** (2019) results. It should be emphasized that the meeting was held with broad involvement and active participation of civil society representatives. During the meeting, the responsible agencies answered the questions of the representatives of international organizations and local NGOs regarding the implementation of the Action Plan. Civil society representatives gave recommendations which should be taken into consideration in the process of development of a new Public Administration Reform Strategy and the accom-

panying action plan.

During the development of monitoring report on the implementation of Action Plan, a separate monitoring stage was devoted to ensuring the participation of the civil society. The Secretariat shared the status reports submitted by the responsible agencies with local nongovernmental organizations as well as international organizations to receive their comments.

This Report presents the **Secretariat's assessment, which is based on the analysis of the civil society representatives' opinion and the verification sources provided by the responsible agencies**. In the light of the above, the **ratings and status** indicated by the responsible agencies have changed with regard to the following output indicators:

Output indicators	Assessment of the responsible agency		Final assessment of the PAR Secretariat	
	Rating	Status	Rating	Status
1.3.1.1. Interim working group is established and composed of representatives of the Council member agencies and technical personnel in order to develop E-portal	Not implemented	Implementation process is ongoing	Not implemented	Implementation process is suspended
1.3.1.2. The research on best practices is conducted	Fully implemented	Implementation process is completed	Partially implemented	Implementation process is suspended
1.3.1.3. The concept of E-portal is developed and agreed upon by the WG	Partially implemented	Implementation process is ongoing	Not implemented	Implementation process is suspended
1.3.1.4. Document describing business processes of the E-portal is developed on the basis of agreed concept	Partially implemented	Implementation process is ongoing	Not implemented	Implementation process is suspended
1.3.2.1. E-portal (program) is developed and launched based on the final document describing business processes	Not implemented	Implementation process has not started	Not implemented	Implementation process is suspended

1.3.2.2. User Manual of the E-portal is developed	Not implemented	Implementation process has not started	Not implemented	Implementation process is suspended
1.3.2.3. E-portal operates properly and technical support is sustained	Not implemented	Implementation process has not started	Not implemented	Implementation process is suspended
2.1.6.3. At least 3 public discussions are carried out on draft amendments to the law and bylaws	Fully implemented	Implementation process is completed	Not implemented	Implementation process is completed
3.1.2.2. At least 3 public consultations are carried out in order to discuss new draft law	Partially implemented	Implementation process is ongoing	Not implemented	Implementation process has not started
4.1.2.2. Service design Guideline and Instructions are presented to the public	Not implemented	Implementation process is ongoing	Not implemented	Implementation process has not started
4.1.3.1. The training module is integrated into at least 1 Training Center's curriculum and is available for any applicant.	Partially implemented	Implementation process is ongoing	Not implemented	Implementation process is ongoing
4.1.3.2. At least 3 employees of all service provider agencies have undergone the training	Not implemented	Implementation process is ongoing	Not implemented	Implementation process has not started
4.2.3.1. Training module is incorporated into the curriculum of the Training Center and is available for all interested applicants	Partially implemented	Implementation process is ongoing	Not implemented	Implementation process is ongoing
4.2.3.2 30 employees of at least 5 service provider agencies have undergone the training	Not implemented	Implementation process is ongoing	Not implemented	Implementation process has not started
4.3.1.1 The concept and methodology of service index is developed	Fully implemented	Implementation process is completed	Fully implemented	Implementation process is ongoing
4.3.4.2. 30 employees of at least 5 service provider agencies have undergone the training	Not implemented	Implementation process is ongoing	Not implemented	Implementation process has not started
4.4.2.1. Training module is incorporated into the curriculum of the Training center and is available for all interested applicants	Partially implemented	Implementation process is ongoing	Not implemented	Implementation process is ongoing
4.4.2.2. 30 employees of at least 5 service provider agencies have undergone the training	Not implemented	Implementation process is ongoing	Not implemented	Implementation process has not started
4.7.2.1. Sensor network monitoring system is implemented in at least 3 agencies	Partially implemented	Implementation process is ongoing	Not implemented	Implementation process is ongoing

General Progress

This monitoring report assesses **51 output indicators of 15 objectives in four areas** of Public Administration Reform Action Plan 2019-2020: Policy Development and Coordination, Civil Service and Human Resources Management, Accountability and Public Service Delivery. Public Finance Management and Local Self-government policy areas did not include output indicators within the reporting period.

The present Report assesses the progress achieved in terms of the output indicators that were supposed to be completed by the end of 2nd quarter of 2020. Besides, the Report also assesses the output indicators that had to be completed in 2019, but according to the Annual Monitoring Report 2019: (a) were *not completed* or were *partially implemented*; (b) were completed, but the responsible authority continued the implementation process in 2020.



Output indicators envisaged by the Action Plan

2nd quarter of 2020

Policy Development and Coordination

14

Civil Service and HRM

4

Accountability

10

Public Service Delivery

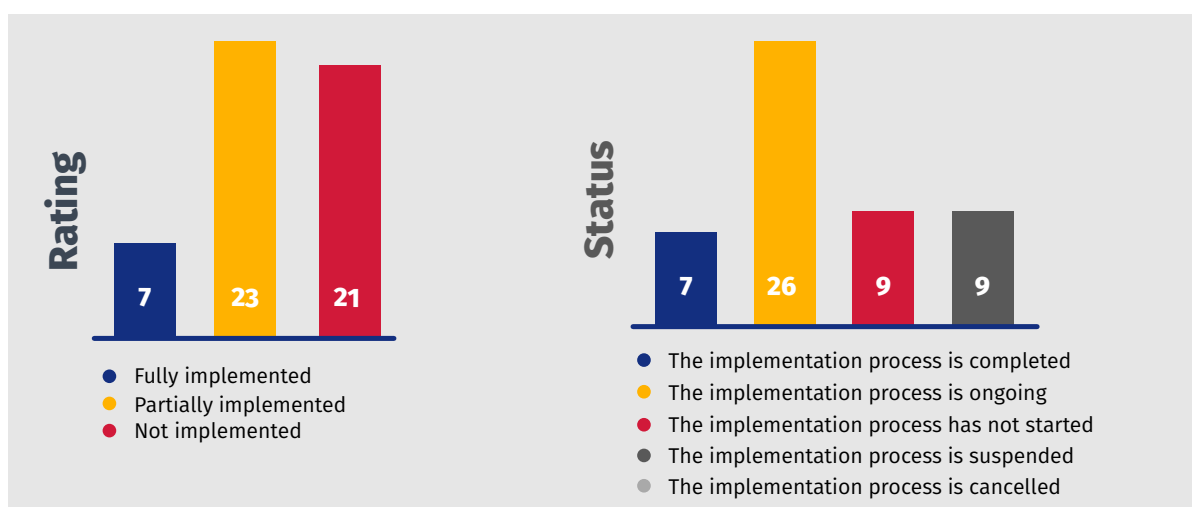
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Annual Monitoring Report 2019 on the implementation of the Action Plan noted a possible negative impact that the steps directed at stopping the spread of the novel Coronavirus pandemic could have on the implementation timeframe of the Action Plan.¹⁰ Based on the management and coordination needs of the emergency situation as well as due to the scale and significance of the pandemic, a large portion of human and financial resources of public administration had to be mobilized for activities related to crisis management. Besides, globally, the pandemic changed

the work mode of public administration and led to reevaluation of the existing coordination systems.

Interim monitoring findings for 2020 showed that the aforementioned developments had a negative impact on the implementation deadlines of the activities envisaged under the PAR Action Plan. In most cases, due to the pandemic, the planned activities had to be postponed to the second half of 2020.

State of output indicators implementation as of the end of 2nd quarter of 2020 as assessed by the Secretariat



Policy Development and Coordination

14 Output indicators of 4 policy objectives have been assessed for Policy Development and Coordination direction, 6 output

indicators out of the above-mentioned 14 had to be completed in 3rd and 4th quarters of 2019; according to the Annual Monitoring

¹⁰ Administration of Government of Georgia, Annual Monitoring Report on Implementation of Public Administration Reform Action Plan for 2019-2020, 2019, p. 52. Can be accessed [here](#).

Report of the Secretariat, these were partially implemented or not implemented.

It should be noted that at the end of the 2nd quarter of 2020, the status of only one out of the aforementioned 6 output indicators **was changed**¹¹ and **was fully implemented**. As for the rest of the indicators, 11th annex of Policy Planning, Monitoring and Assessment handbook, titled **Instructions for Carrying out Public Consultations**, was prepared during the reporting period; however, its submission to the Government and approval was delayed due to the crisis caused by the global pandemic. Correspondingly, despite the progress, the output indicator¹² of that activity is **still partially implemented**. Progress described

in the Annual Monitoring Report remained unchanged for all output indicators under objective 1.3¹³; however, their status was changed – as of the end of the reporting period the implementation process is **suspended**.

According to the Secretariat's assessment, implementation progress of Policy Development and Coordination output indicators in relation to the 3 objectives is mostly within the Action Plan timeframes. The only exception is output indicators of objective 1.3, which poses a threat to achieving the objective and its outcome indicators by the end of the Action Plan implementation (2020, IV) (*for detailed information, see p. 15*).

14 output indicators

(2020, 2nd quarter)

- Fully implemented
- Partially implemented
- Not implemented



Civil Service and Human Resource Management

4 output indicators of 1 objective have been assessed for the Civil Service and Human Resource Management direction of the Action Plan. 2 output indicators out of those 4¹⁴ had to be completed by the end of 2019; however, according to the Annual Report 2019, they were either partially implemented or not implemented.

The Civil Service Bureau continued active work with a view to

implement the above-mentioned 2 indicators and fully completed one of them¹⁵ during the current reporting period of 2020. The Bureau has also fully implemented output indicators that were to be completed in the 1st quarter of 2020¹⁶.

According to Secretariat's assessment, implementation progress is mostly within the timeframe set by the Action Plan (*for detailed information, see p. 22*).

4 output indicators

(2020, 2nd quarter)

- Fully implemented
- Partially implemented
- Not implemented



Accountability

10 output indicators of 4 objectives have been assessed for Accountability direction. 8 output indicators out of those 10 had to be completed by the end of 2019; however, according to the Annual Report 2019, 7 output indicators were either partially

implemented or not implemented. Implementation of 1 fully completed output indicator (3.1.1.1) was continued in 2020 and was deemed as partially implemented in the reporting period.

Based on the data as of 2nd quarter of 2020, assessment of the implementation progress of 3 out of the aforementioned 8 output indicators has changed:

- ▶ 3.1.1.1. The list of LEPLs that are categorized according to the Analysis of their functions and authority – despite the fact that the activity envisaged under the Action Plan was fully implemented in 2019, it was decided to continue the process. LEPL Civil Service Bureau continues implementing the 2nd stage of analysis of functions and authorities of the LEPLs;
- ▶ 3.4.3.1. OGP Georgia's website is created - www.ogp.gov.ge website has been created and is fully operational.
- ▶ 3.5.1.1. The Draft Law on Freedom of Information is submitted to the Parliament – according to the Action Plan, the output indicator had to be completed by the end of 2019. However, since no progress was registered during the reporting period, instead of “partially implemented”, the output indicator was deemed as “not implemented”.

¹¹ A document describing the business processes of Unified Electronic System of Policy Planning and Coordination was prepared based on the agreed concept.

¹² Output indicator 1.1.1.3: Annexes (instructions/templates) to Policy Planning, Monitoring and Assessment Handbook were elaborated.

¹³ Output indicators: 1.3.1.1, 1.3.1.2, 1.3.1.3, 1.3.1.4

¹⁴ Output indicators: 2.1.6.3, 2.1.6.4.

¹⁵ Output indicator 2.1.6.4: Draft Law has been submitted to the Government.

¹⁶ Output indicator 2.1.3.1: Electronic training course is being piloted.

Output indicators concerning the involvement of general public and all ministries in the elaboration of Open Government policy were partially implemented. According to the Action Plan, implementation of those indicators had to be completed in the

2nd quarter of 2020; however, the situation created as a result of the spread of the novel coronavirus impeded the process. These activities are planned to be completed in the second half of 2020 (*for detailed information, see p. 25*).

10 output indicators

(2020, 2nd quarter)

- Fully implemented
- Partially implemented
- Not implemented



Public Service Delivery

23 output indicators of 6 objectives have been assessed for Public Service Delivery direction during the reporting period. According to the Action Plan, 12 output indicators had to be completed by the end of 2019; however, due to challenges and a series of delays, they were either partially implemented or not implemented. Responsible agencies continued working on the set objectives and as of the 2nd quarter of 2020, 5 unimplemented output indicators have been partially or fully implemented.¹⁷

It should be noted that implementation of important output

indicators in the Public Service Delivery direction is impeded by delaying of approval of the Unified Strategy. That activity was assessed as “partially implemented” both in the 2019 Annual Report and the present Report.

According to Secretariat’s assessment, the progress is evident in the reporting period, however, it is still significantly behind the deadlines set by the Action Plan (*for detailed information, see p. 31*).

23 output indicators

(2020, 2nd quarter)

- Fully implemented
- Partially implemented
- Not implemented



Key Achievements

Instructions for Carrying out Public Consultations was developed (p. 15)

A document describing business processes of the Unified Electronic System for elaboration, monitoring, reporting and evaluation of policy documents was developed (p. 17)

140 (61,7%) out of 227 civil servants retrained in policy planning, monitoring and evaluation, received certificates of excellence (p. 15)

The first wave of civil servants was retrained in Regulatory Impact Assessment (RIA) of legislative acts (p. 18)

Electronic training course on ethics is being piloted on ethics.gov.ge web portal (p. 22)

Amendments to April 20, 2017 Decree №199 of the Government of Georgia “on the Rule of Mobility of Professional Civil Servants” were prepared, which were then approved based on the Decree №315 of the Government of Georgia (p.22)

Open data web portal data.gov.ge published 719 data lists in XML and CSV formats (p. 26)

Open Government Partnership – Georgia website was launched (p. 27)

A draft version of the Open Government Georgia Communication Strategy was developed (p. 27)

Public Service Index Concept and Methodology document was developed (p. 33)

Training module on Methodology for the Common Assessment Framework (CAF) was developed; it is included in the Justice Training Center’s catalogue and is accessible to anyone (p. 33)

Number of services increased up to 646 on my.gov.ge electronic portal (p. 35)

Training materials on Cyber Hygiene were developed (p. 35)



Challenges and Recommendations

In the reporting period, the following challenges were identified during the implementation of output indicators:

Impact of the novel coronavirus pandemic on the implementation of the Action Plan

¹⁷ Output indicators: 4.2.1.1; 4.3.1.1; 4.3.3.1; 4.4.1.1; 4.7.4.1.

The pandemic had a significant impact on the deadlines set by the Action Plan for Policy Development and Coordination,

Accountability and Public Service Delivery directions.

▶ Meeting deadlines

As a result of inaccurate assessment of the workload necessary for implementing various activities during the elaboration of the Action Plan, meeting deadlines still remains one of the

important challenges in Policy Development and Coordination, Accountability and Public Service Delivery directions.

Based on the analysis of the progress achieved in terms of implementation of the output indicators, the Secretariat prepared the following recommendations for each direction of the reform:

Policy Development and Coordination

- ▶ Unified Electronic System for elaboration, monitoring, reporting and evaluation of policy documents should be completed and launched within a short period of time so that implementation of other activities tied to this activity is not impeded (100 users should be retrained by the end of 2020);
- ▶ RIA trainings should be actively continued;
- ▶ Final decision on whether an electronic web portal of the Anticorruption Council needs to be developed should be made soon.

Accountability

- ▶ LEPL Civil Service Bureau should ensure elaboration of the final draft amendments to the Law of Georgia on Legal Entities of Public Law;
- ▶ The Administration of the Government of Georgia should ensure elaboration of the new Open Government action plan and carry out public consultations.
- ▶ LEPL Digital Governance Agency should ensure active participation of state agencies in the implementation of relevant activities as the successful fulfillment of their commitments depends on the active involvement of the external actors;

Public Service Delivery

- ▶ Unified Strategy for the Creation, Delivery, Quality Assurance and Pricing of the Public Services should be promptly submitted to the Government so that implementation of other important activities is not impeded;
- ▶ Retraining of employees of service provider agencies should continue based on the CAF training module;
- ▶ Work on the main guideline documents should be promptly completed so that relevant training modules are developed and employees of service provider agencies are retrained;
- ▶ Final legislative amendments to the regulations concerning provision of public electronic services should be promptly prepared and submitted to the Government;
- ▶ Customer satisfaction survey should be conducted in one of the public service provider agencies;
- ▶ Integration of feedback mechanisms in my.gov.ge web portal as well as uploading video tutorials on the use of electronic services available on the web portal should continue;
- ▶ Work should continue and legislative amendments on public services should be promptly presented to the Government;
- ▶ Relevant funds should be mobilized and implementation of the sensor network monitoring system should be ensured in two more agencies.

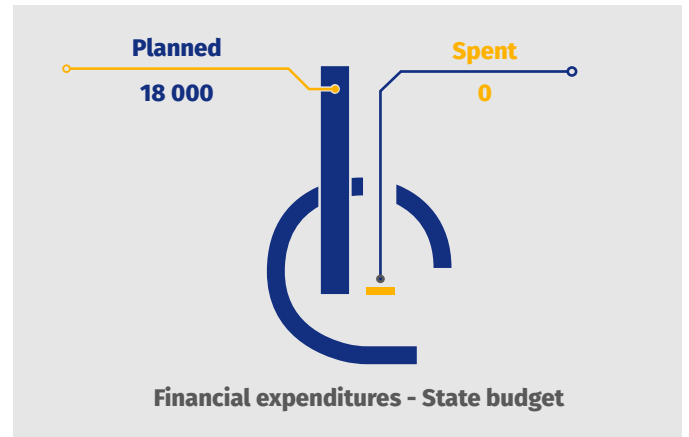
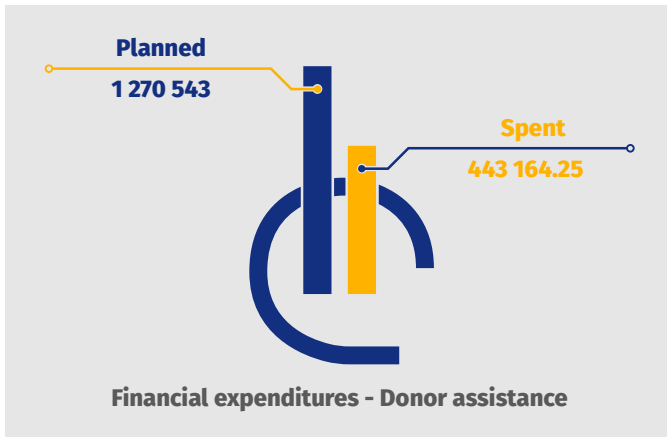
Financial Expenditures

The Action Plan budget envisaged donor assistance in the amount of **1,270,543 GEL** for implementing the output indicators as of 2nd quarter of 2020, which was fully utilized. It should be noted that donor assistance for implementing certain activities was calculated during the planning stages of those activities. For example, Action Plan budget for Accountability direction does not indicate financial costs, because according to the Action Plan, the concrete amounts should be estimated during the planning of the specific activities. A total of **443,164.25 GEL** was

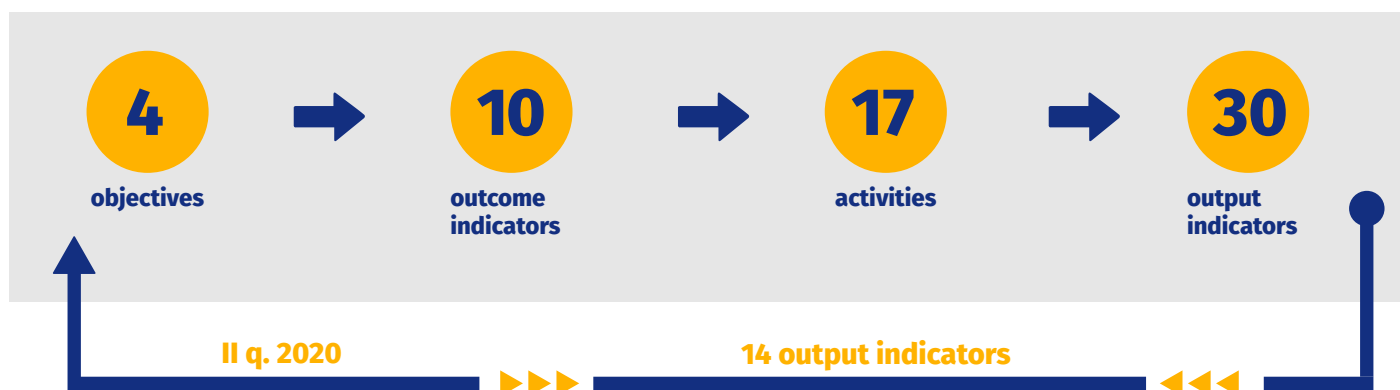
spent during the reporting period.

It should be noted that budget deficit in the amount of **18,000 GEL** did not have to be filled in as the corresponding service was provided free of charge in 2019.

The rest of the donor assistance will be gradually utilized during the implementation of the delayed activities.



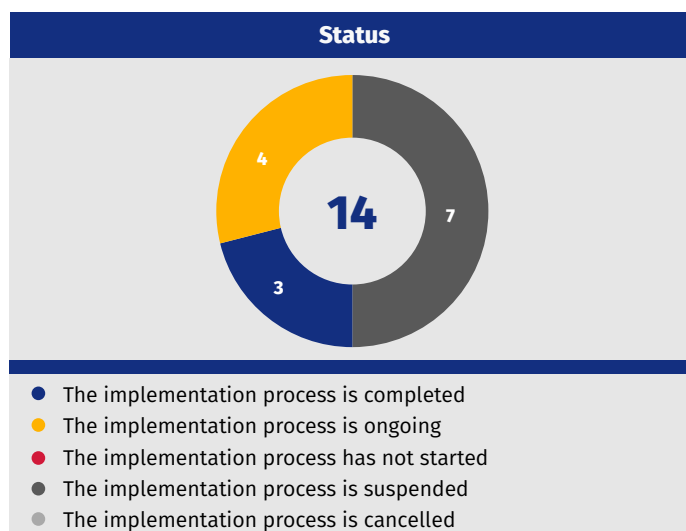
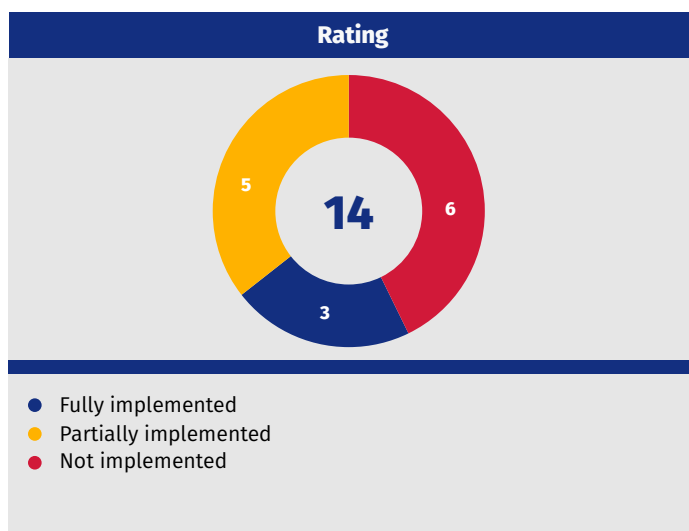
Policy Planning and Coordination



One of the main goals of Public Administration Reform is the establishment of the result-oriented policy planning system, further development of accountability, monitoring and evaluation systems, improvement of coordination of the government activities and capacity building of civil servants.

In this regard, the present Report provides data on the implementation progress of **14 output indicators of 4 objectives** as of the I-II quarters of 2020.

Output indicator implementation statistics as of 2nd quarter of 2020



Key Achievements

- Instructions for Carrying out Public Consultations was developed
- A document describing the business processes of the Unified Electronic System of Policy Planning and Coordination was developed

- 140 (61,7%) out of 227 civil servants retrained in policy planning, monitoring and evaluation training course, received certificates of excellence
- The first wave of civil servants was retrained in Regulatory Impact Assessment (RIA) of legislative acts

Progress Achieved in 2020 (I-II quarters)

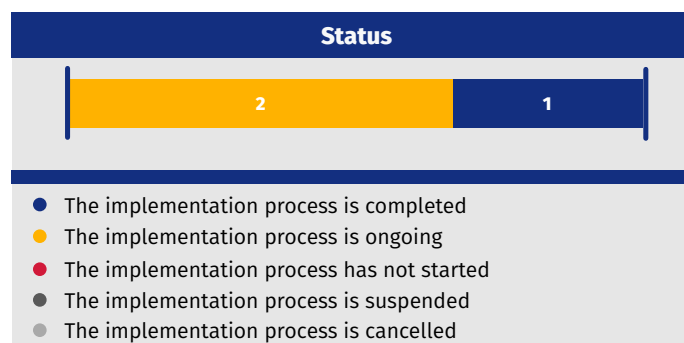
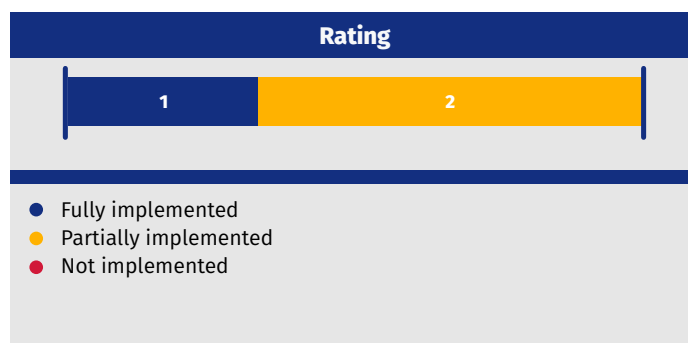
Objective 1.1

The Administration of the Government of Georgia

Improve the quality assurance control mechanism of policy documents and develop the capacity of the civil servants intending to improve the policy planning and coordination system

Output indicators:

- ▶ Annexes to Policy Planning, Monitoring and Evaluation Handbook (instructions and samples) are elaborated
- ▶ 70 civil servants have been retrained in Policy Planning (Monitoring and Evaluation) training module
- ▶ The Annual Plan of the Government Policy Documents has been approved with the Government Decree



In order to create a legal basis for the establishment of a result-oriented reporting, monitoring and evaluation system, on December 29, 2019, the Government of Georgia issued a decree approving **Rules of Procedure for Development, Monitoring and Evaluation of Policy Documents. Policy Planning, Monitoring and Evaluation Handbook** – a methodological package, developed in accordance with the European Public Administration principles and practical recommendations of civil servants and OECD/SIGMA experts, is an integral part of the abovementioned Rules of Procedure.

In order to develop specific guidelines and templates in relation to certain stages of the policy cycle, with the support of UNDP, **10 annexes have been developed along with the Handbook** that will assist civil servants with practical recommendations and instructions during the development, monitoring and evaluation of policy documents.

In the reporting period, with the support of USAID/GGI, an Instructions for Carrying out Public Consultations was developed

Capacity building of civil servants, training them in accordance with updated methodological documents, were defined as one of the key goals of the second wave of the Policy Planning and Coordination System Reform.

During the reporting period, the process of training of civil servants in policy planning, monitoring and evaluation (policy analysis)

that based on the international experience and best practices, sets a common standard for citizen engagement in policy development and describes the process, stages and methods of public consultations.

The document includes the following stages: consultation planning, audience selection, method selection, consultation provision and feedback assemblage, as well as analysis of received data, reporting and evaluation. Besides, the Instructions describe both electronic and face to face consultation types and instruments.

Due to the global pandemic, the document couldn't be presented to the PAR Council's Policy Planning and Coordination Working Group and civil society organizations within the set deadlines. However, the document is going to be presented to the stakeholders and after receiving their feedback it will be submitted to the Government for approval. Besides, it should be noted that according to the Action Plan, the output indicator for that activity was to be implemented in the 3rd quarter of 2019.

was completed; the training course was initially launched in 2018 with a joint effort of the Administration of the Government of Georgia, the UNDP and the British Government.

In 2018-2020, 288 civil servants from 45 public agencies were trained. It is noteworthy that in 2019-2020 140 (61.7%) out of 227 civil servants received certificates of excellence.

Year/Wave:		Retrained civil servants:	Retrained civil servants who received certificates of excellence:
2018	I wave	61	59
2019	II wave	82	72
	III wave	48	41
	IV wave	45	16
2020	V wave	52	11
Total (2019-2020):		227	140 (61.7%)
Total (2018-2020):		288	199 (69.1%)

During the reporting period, in close cooperation with government agencies, the Annual Plan of **Government Policy Documents** was developed for the first time.

In accordance with the Rules of Procedure for Development, Monitoring and Evaluation of Policy Documents, quality control of policy documents submitted to the Government for approval has become mandatory, which is carried out by the Policy Planning Division (a structural division performing quality control) of the Administration of the Government of Georgia. The Division will prepare the list of policy documents that are to be submitted to the Government at the start of each year. This will help with scheduling recommendations and conclusions that are to

be issued by the government in connection with those policy documents during the course of the year as well as improving the quality control procedures.

The Annual Plan of Government Policy Documents has already been developed. However, due to the crisis caused by the novel coronavirus pandemic, the Plan elaborated in the 1st quarter of the year had to be amended, thus was not adopted by the government decree in the reporting period.

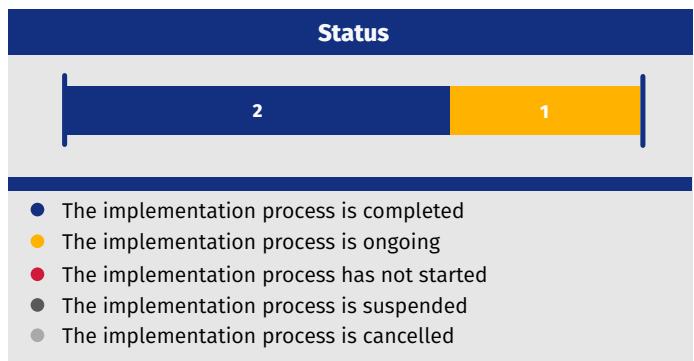
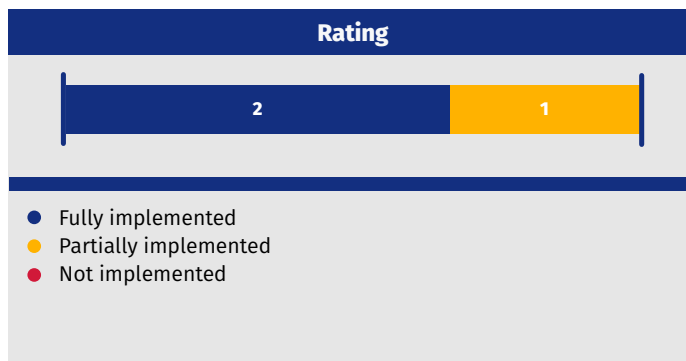
Objective 1.2

The Administration of the Government of Georgia

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

Output indicators:

- ▶ 70 civil servants trained in Policy Planning, Monitoring and Evaluation training module¹⁸
- ▶ An electronic system (*software*) created and launched based on the final document describing the business processes
- ▶ A document describing the business processes of the Unified Electronic System of Policy Planning and Coordination prepared based on the agreed concept



In order to develop the Policy Planning and Coordination system, active work on the **Unified Electronic System for Policy Planning and Coordination** is underway.

During the reporting period, the work on the document describing **business processes** of the electronic system **was completed**; currently, developers are **undertaking the system analysis** on the basis of the mentioned document. Because of the challenges caused by the global pandemic, the agency that is responsible for development of the system directed the developers' resources to the enhancement of online public services, which delayed the launch of the system. It should be noted that according to

the Action Plan, the output indicator had to be completed in the 3rd quarter of 2019.

Integration of **all stages of the policy development cycle into a single electronic system** at the governmental level will simplify the overall process of developing, reporting and evaluating national and sectoral policy documents. The Administration of the Government of Georgia, in cooperation with the LEPL Data Exchange Agency,¹⁹ with the financial support of UNDP, has started to develop the system. The process is ongoing and stakeholders are actively involved in it.

Objective 1.3

Ministry of Justice of Georgia

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

Output indicators:

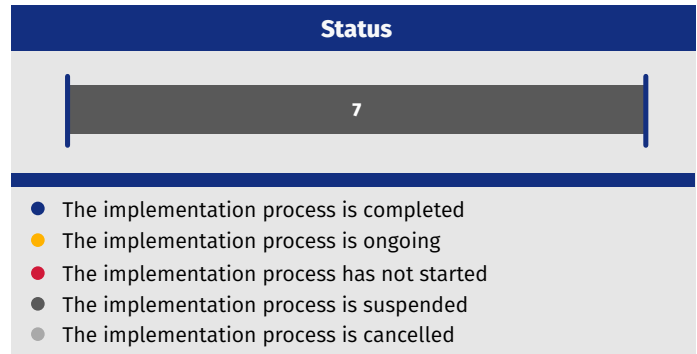
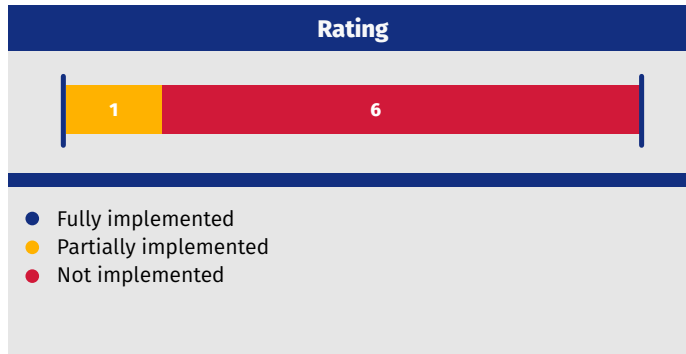
- ▶ An interim working group is established, composed of representatives of the Council member agencies and technical personnel in order to develop E-portal
- ▶ The concept of E-portal is developed and agreed upon by the WG
- ▶ The research on best practices is conducted
- ▶ A Document describing the business processes of the E-portal is developed based on the agreed concept

¹⁸ Policy Planning, Monitoring and Evaluation (policy analysis) training course initiated by the Administration of the Government of Georgia, funded by the UNDP and the British Government, launched in 2018 and incorporated monitoring and evaluation modules as well. Correspondingly, implementation of the output indicator is reflected in the description of output indicator 1.1.3.

¹⁹ From June 26, 2020 „LEPL – Digital Governance Agency“.

- ▶ An electronic system (software) has been developed and launched based on the final document describing the business processes
- ▶ A User Manual of the E-portal is developed

- ▶ The electronic system functions properly and its technical support is ensured



In order to transfer the National Anti-Corruption Strategy and its Action Plan as well as monitoring and evaluation stages into the electronic format, the Ministry of Justice of Georgia decided to introduce the practice of elaborating policy documents electronically.

As of the end of the 2nd quarter of 2020, research on best practices concerning the electronic portals existing in various countries and Georgia has been completed. A Draft version of the research has been prepared.²⁰

It should be noted that according to the Action Plan, the formation of a working group on the subject and researching the best practices are preconditions for developing the concept of e-system and elaborating the document describing business processes. The working group was not formed during the report-

ing period. According to the Action Plan, the output indicator had to be completed in the 3rd quarter of 2019.

According to the responsible agency, since the Administration of the Government of Georgia is currently developing a unified electronic policy planning and coordination system (PDCems), in order to properly distribute resources and avoid duplicating activities, PDCems have to be launched at the initial stage and based on its thorough study and analysis, the development of an electronic system for preparation of anti-corruption documents has to be modified or left unchanged.

Correspondingly, currently, the implementation of the above-mentioned activity is suspended, which makes the implementation of the objective and its outcome indicators by the end of the deadline set by the Action Plan doubtful.

Objective 1.4

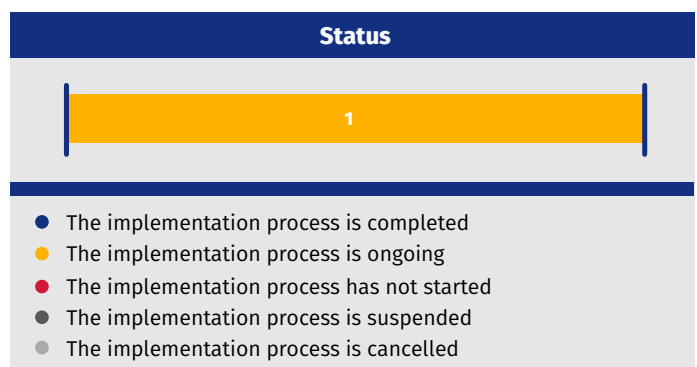
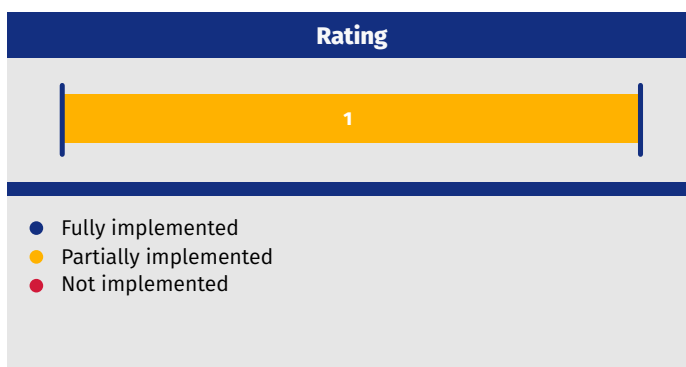
The Administration of the Government of Georgia, Ministry of Justice of Georgia

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

Output indicators:

- ▶ 50 civil servants (representing the executive branch of the Government) responsible for conducting legal proceedings are

trained in Regulatory Impact Assessment (RIA) of legislative acts



In order to ensure the implementation of evidence-based policy, **amendments were made** to the Organic Law of Georgia on Normative Acts and regulatory impact assessment (RIA) of legislative acts has been **introduced**.²¹ Besides, on January 17, 2020, the Government of Georgia issued a decree approving the **Methodology** for assessing regulatory impact of legislative acts,²²

which will provide appropriate assistance to the representatives of both the central and local administration as well as the authors of the initiative in the process of conducting the assessment of the impact of regulation within the already approved normative framework and preparing the relevant report.

²⁰ The final version of the research has not been shared as a verification source to the Public Administration Reform Council Secretariat.

²¹ Legislative Herald, [Organic Law of Georgia on Normative Acts](#), Article 17.

²² Legislative Herald, [On Approval of the Methodology of Regulatory Impact Assessment](#), Decree №235 of the Government of Georgia, January 17, 2020.

In order to facilitate RIA's application in practice, trainings and capacity building of civil servants responsible for conducting legal proceedings were launched during the reporting period.

USAID/GGI, with the technical support from Training Center of Justice and with the EU project - Support to Public Administration Reform in Georgia's participation, conducted an online training on RIA; 12 representatives of Ministry of Finance, Ministry of Economy and Sustainable Development and the Administration of the Government took part in the training. Due to the situation created as a result of the spread of the novel coronavirus, planning and conducting of trainings was suspended in the

1st quarter of 2020. However, despite the challenges, with the support of the GGI Program, the first wave of online trainings for civil servants was promptly planned and implemented. It should be noted that according to the Action Plan, a total of 50 civil servants are to be trained by the end of 2020.

Besides, currently, USAID/GGI's contractor organization – the International School of Economics at Tbilisi State University (ISET) is developing a handbook, which will assist civil servants with practical examples when conducting a regulatory impact assessment of draft laws initiated in various areas.

Next Steps

- Submission of **Instructions for Carrying out Public Consultation** to the Government for approval
- **Launch** of the **Unified Electronic** System for elaboration, monitoring, reporting and evaluation of policy documents
- Approval of the **Annual plan of the Government Policy Documents**
- Preparation of documents related to the development of Anti-Corruption Council E-portal (research on best practices, description of business processes)
- **Training** of civil servants **in the Regulatory Impact Assessment** of legislative acts.

Recommendations

The crisis caused by the spread of the novel Coronavirus had an impact on the timely implementation of different output indicators. In order to reduce the delays and most importantly,

- The Unified Electronic System for elaboration, monitoring, reporting and evaluation of policy documents is completed and launched as soon as possible so that implementation of other activities tied to this activity is not impeded (100 users should be retrained by the end of 2020);

ensure full implementation of outcome indicators by the end of 2020, **it is important that:**

- RIA trainings are actively continued;
- The final decision on whether the Anti-Corruption Council E-portal needs to be developed be made shortly.

Financial expenditures

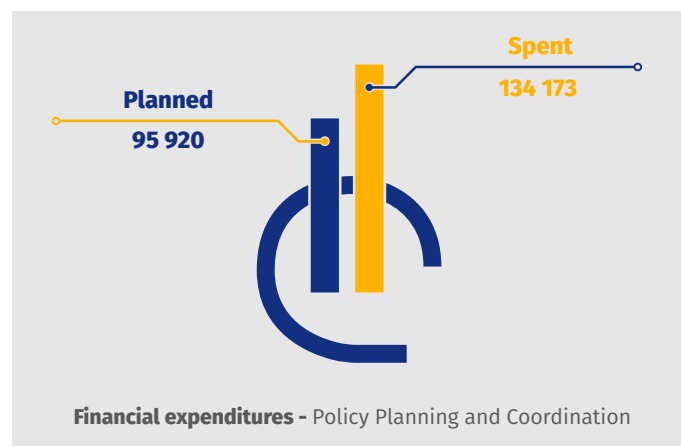
The Action Plan budget envisaged donor assistance of **95 920 GEL** for the Policy Planning and Coordination area, for implementation of activities that were to be completed by the end of the 2nd quarter of 2020. During the reporting period, part of the activities was implemented using administrative resources.

During the reporting period expenditure was higher than planned - **134 173 GEL**. This difference was conditioned by several factors.

First of all, it should be pointed out that 44 112 GEL (which is more than the planned 8 720 GEL) was spent on training civil servants in Policy Planning, Monitoring and Evaluation (policy analysis), this difference was caused by the fact that on the one hand, the number of civil servants that were to be trained increased almost 5 times and on the other hand, the number of training modules also increased. Besides, 14,250 GEL was spent on printing the updated methodological package of policy planning, which doubled the planned amount (7,200 GEL).

It should be taken into account that 27,500 GEL – an amount

allocated for launching the Unified Electronic System of policy planning and coordination under the output indicator 1.2.3.1 has not been used (only 1,803 GEL has been spent) since the System is at the development stage.



According to the Secretariat's assessment, the implementation **rating** and **status** of output indicators in the **Policy Planning and Coordination** direction are as follows:

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

Output indicators:	Implementation rating:	Implementation status:
1.1.1.3 Annexes to Policy Planning, Monitoring and Evaluation Handbook (instructions and samples) are elaborated	Partially implemented ²³	Implementation process is ongoing
1.1.3.1 Relevant 70 civil servants have been retrained in Policy Planning (Monitoring and Evaluation) training module	Fully implemented	Implementation process is completed
1.1.6.1 The Annual Plan of the Government Policy Documents has been approved with the Government Decree	Partially implemented ²⁴	Implementation process is ongoing

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

Output indicators:	Implementation rating:	Implementation status:
1.2.2.1 Relevant 70 civil servants retrained in Policy (Planning), Monitoring and Evaluation	Fully implemented	Implementation process is completed
1.2.3.1 A document describing business processes of the e-system is developed in accordance with agreed concept	Fully implemented	Implementation process is completed
1.2.3.2 An electronic system (software) has been developed and launched based on the final document describing the business processes	Partially implemented ²⁵	Implementation process is ongoing

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 coordination²⁶

Output indicators:	Implementation rating:	Implementation status:
1.3.1.1 An interim working group is established, composed of representatives of the Council member agencies and technical personnel in order to develop E-portal	Not implemented	Implementation process is suspended
1.3.1.2 The research on best practices is conducted	Partially implemented ²⁷	Implementation process is suspended
1.3.1.3 The concept of E-portal is developed and agreed upon by the WG	Not implemented	Implementation process is suspended
1.3.1.4 A document describing the business processes of the E-portal is developed based on the agreed concept	Not implemented	Implementation process is suspended
1.3.2.1 An electronic system (software) has been developed and launched based on the final document describing the business processes	Not implemented	Implementation process is suspended
1.3.2.2 A User Manual of the E-portal is developed	Not implemented	Implementation process is suspended
1.3.2.3 The electronic system functions properly and its technical support is ensured	Not implemented	Implementation process is suspended

²³ Annex on the public consultations is not submitted to the Government for its approval.

²⁴ The final version of the document should reflect the alterations due to the pandemic.

²⁵ The system's launch is planned for 2021.

²⁶ In order to properly distribute resources and avoid duplication of activities, the responsible agency will assess the Unified Electronic System of policy planning and coordination and then decide the need for development of an independent system.

²⁷ The final version of the research has not been submitted to the PAR Secretariat.

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

Output indicators:	Implementation rating:	Implementation status:
1.4.3.1 50 civil servants (representing the executive branch of the Government) responsible for conducting legal proceedings have been trained in Regulatory Impact Assessment (RIA) of legislative acts	Partially implemented ²⁸	Implementation process is ongoing

²⁸ Despite the fact that the output indicator has been deemed as “partially implemented” as of the end of the 2nd quarter of 2020, the implementation dynamics are positive, as 50 civil servants should be trained by the end of the 4th quarter of 2020.



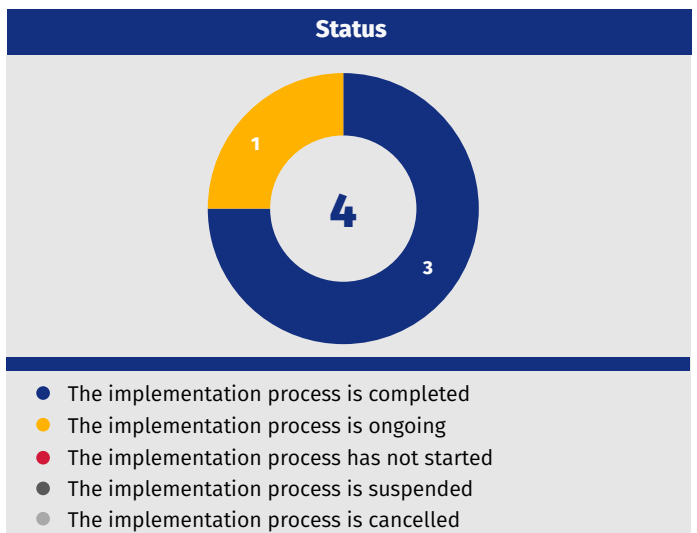
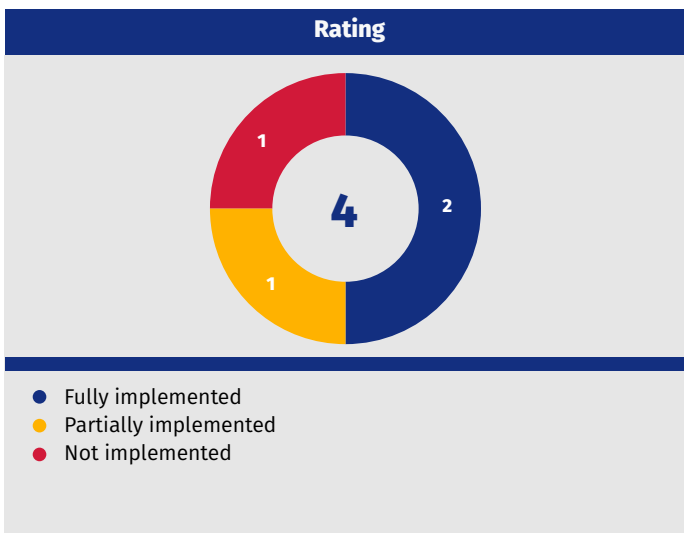
Civil Service and Human Resource Management



The aim of the Civil Service and Human Resource Management direction of the Public Administration Reform is to establish an effective and efficient public service built upon a merit-based system, that encourages career advancement, facilitates and promotes professionalism.

In this regard, the present Report includes data on the implementation progress of **4 output indicators of 1 objective** as of I-II quarters of 2020.

Output indicator implementation statistics as of 2nd quarter of 2020



Key Achievements

Amendments to the Decree №199 of the Government of Georgia of April 20, 2017 “On the Rule of Mobility of Professional Civil Servants” were prepared, which were then approved based on the Decree №315 of the Government of Georgia

Electronic training course on ethics is being piloted on ethics.gov.ge web portal

Progress Achieved as of I-II quarters of 2020

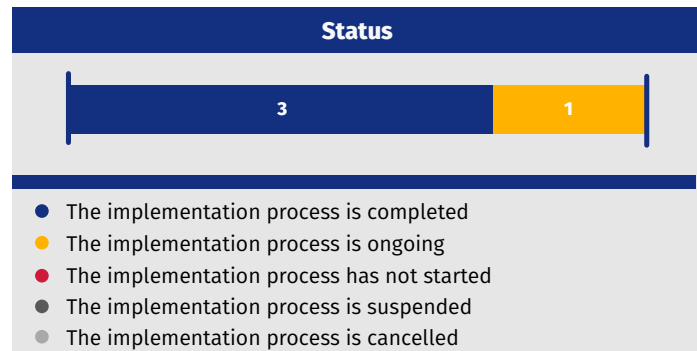
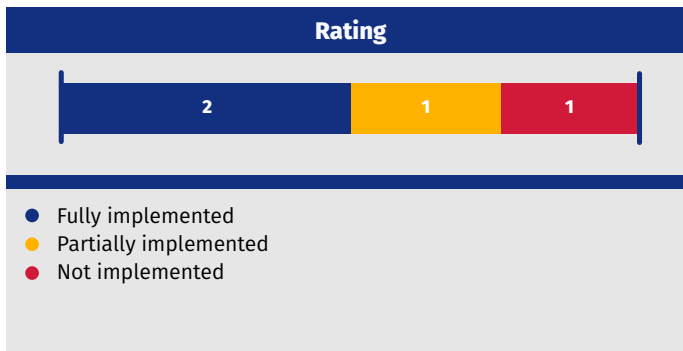
Objective 2.1

LEPL - Civil Service Bureau

Establish professional development system of professional civil servants at the level of ministries and promote prevention of political influence on managerial positions in the civil service in order to enhance merit-based career advancement and neutrality principles

Output indicators:

- ▶ Professional development plans and reports are analyzed by the Civil Service Bureau; Based on the analysis shortcomings are identified
- ▶ Electronic training course is being piloted
- ▶ At least 3 public discussions are carried out on draft amendments to the law and bylaws
- ▶ Draft law is submitted to the Government



To create a professional development system and ensure its uniformity, a form of **annual professional development plans and annual reports** for civil servants employed at public agencies was approved by the Order of the Head of the Civil Service Bureau on January 14, 2019.

Based on the approved form, all ministries that fall within the scope of the Law on Civil Service submitted their professional development plans for 2020 to the Civil Service Bureau. **Basic**

- ▶ **Legal proceedings**
- ▶ **Human resources management**
- ▶ **Management**
- ▶ **Strategic planning**
- ▶ **Team management**
- ▶ **Employee assessment**

A study is planned to take place **with the aim to analyze professional development plans and identify shortcomings**. Its results will be available at the end of 2020. Civil Service Bureau's partner in this endeavor is USAID/GGI.

A special training course has been developed on ethics.gov.ge with support of the USAID/GGI. Its aim is to stimulate ethic environment and raise awareness on the importance of integrity among civil servants, create a uniform practice as well as raise awareness on professional standards defined in Georgian legislation and corruption prevention mechanisms.

During the reporting period the electronic training course on

- ✦ On November 5, 2019, a working group was established by the Order №1023/sa of the Head of the Civil Service Bureau to analyze the Law of Georgia on Civil Service and bylaws
- ✦ In 2019 **three internal meetings** organized by the Bureau and attended by representatives of public agencies were held to discuss mobility, stages of the reor-

and **supplementary training programs were planned for a total of 1778 civil servants** on the basis of those plans. **Basic program was planned for 227 civil servants** ("Personal and Professional Competencies Development Course" and "Civil Servant's Managerial Skills") and a **supplementary training program was planned for 1551 civil servants**.

Most frequent topics of the supplementary training programs are:

- ▶ **Effective communication**
- ▶ **Efficient service**
- ▶ **Time management**
- ▶ **Project management**
- ▶ **Professional competencies**

ethics was being piloted. As of the monitoring period, the course contents are being improved and text materials corrected; besides, thematic videos and comics are also being uploaded to the aforementioned platform. Technical characteristics of the course are being checked in the test mode after which the civil servants will be able to undergo the course.

The Civil Service Bureau prepared amendments to the Decree №199 of the Government of Georgia of April 20, 2017 "On the Rule of Mobility of Professional Civil Servants", which were approved by the Decree №315 of the Government of Georgia of May 21, 2020²⁹. This is a logical continuation of the actions taken by the Agency during 2019, in particular:

with regard to the issues of reorganization, liquidation and/or merger of a public agency with other public agencies, and if necessary, to develop appropriate draft amendment(s).

ganization process and the challenges associated with its outcomes. Up to 60 representatives of the HR units of public agencies took part in the internal discussions.

²⁹ Decree №315 of the Government of Georgia of May 21, 2020.

As a result of consultations held with the stakeholders, it was decided to develop draft amendments to Decree №199 of the Government of Georgia of April 20, 2017 “On the Rule of Mobility of Professional Civil Servants”; However, the meetings revealed the need for holding further consulta-

tions. Correspondingly, the draft amendments could not be submitted to the Government within the timeframes set by the Action Plan, implementation of this action was moved to 2nd quarter of 2020.



Next Steps

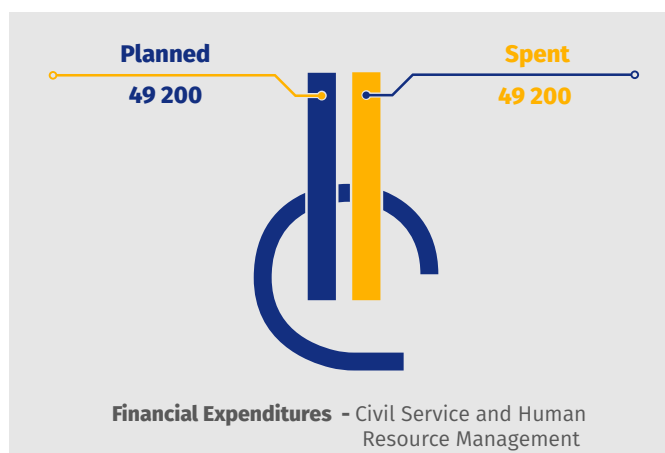
Conducting a study **with a view to analyzing professional development plans and identifying shortcomings therein,**

the results of which will be available at the end of 2020.



Financial Expenditures

The Action Plan budget envisaged donor assistance in the amount of **49 200** for the activities planned by the 2nd quarter of 2020, that was fully utilized during the reporting period. No state budget funds were spent as administrative resources were used in accordance with the approved budget of the Action Plan.



According to the PAR Council Secretariat's assessment, the implementation **rating** and **status** of output indicators in the **Civil Service and Human Resource Management** direction as of the end of the 2nd quarter of 2020 are as follows:

Objective 2.1: Establish professional development system of professional civil servants at the level of ministries and promote prevention of political influence on managerial positions in the civil service in order to enhance merit-based career advancement and neutrality principles

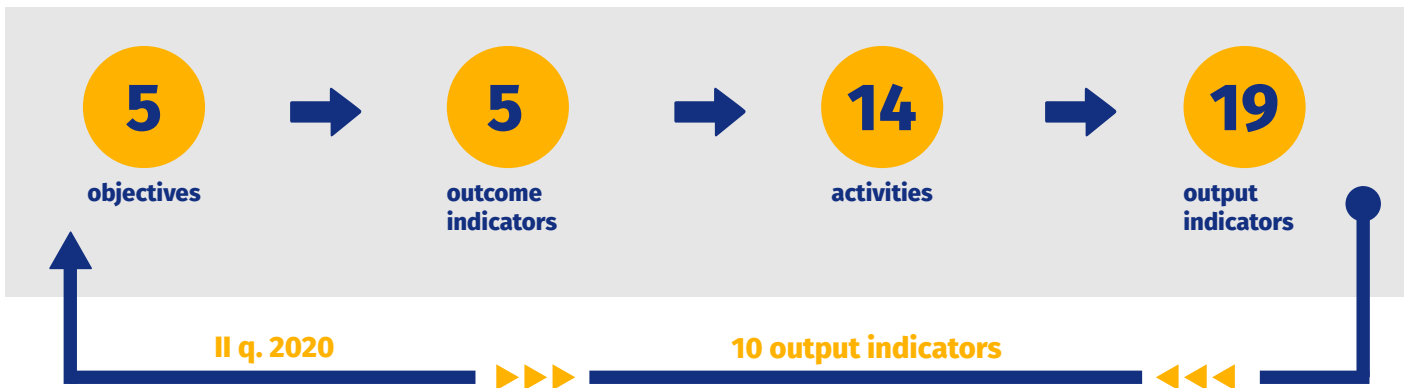
Output indicators:	Implementation rating:	Implementation status:
2.1.1.1 Professional development plans and reports are analyzed and reviewed by the Civil Service Bureau; shortcomings are identified based on the analysis	Partially implemented ³⁰	Implementation process is ongoing
2.1.3.1 Electronic training course on ethics is being piloted	Fully implemented	Implementation process is completed
2.1.6.3 At least 3 public discussions of draft amendments to the law and bylaw have been conducted	Not implemented ³¹	Implementation process is completed
2.1.6.4 Draft law is submitted to the Government	Fully implemented	Implementation process is completed

³⁰ A research aimed at identifying shortcomings is underway, its results will be available at the end of 2020.

³¹ 3 internal meetings have been held, but only the representatives of HR units of public agencies took part in them.



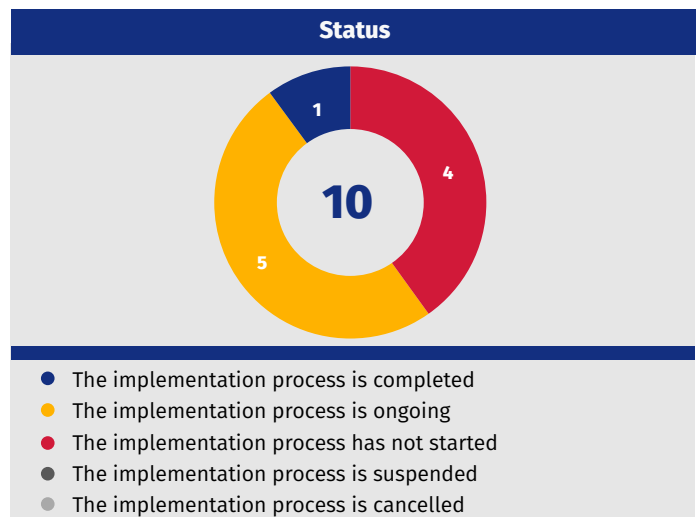
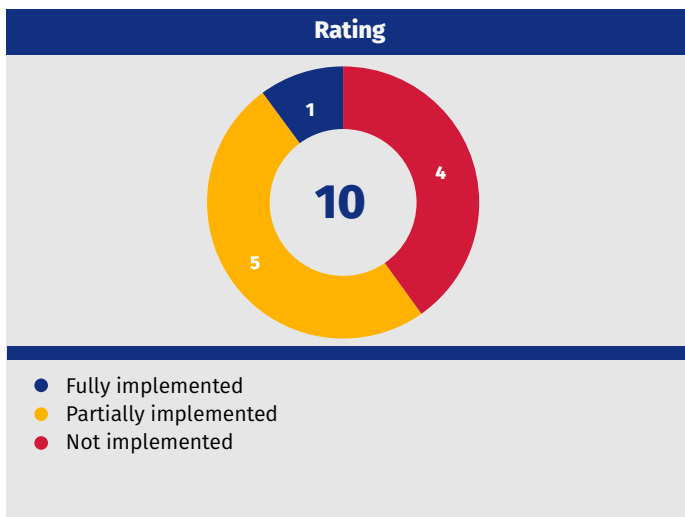
Accountability



Accountable governance is one of the cornerstones of the Public Administration Reform, aiming to enhance integrity of the public institutions and increase public trust in the government.

In this regard, the Action Plan envisaged implementation of **10 output indicators of 4 objectives** as of I-II quarters of 2020.

Output indicator implementation statistics as of 2nd quarter of 2020



Key Achievements

Open data web portal data.gov.ge published 719 data lists in XML and CSV formats

A draft version of the Open Government Georgia Communication Strategy was developed

Open Government Partnership – Georgia website was launched

Progress Achieved in 2020 (I-II quarters)

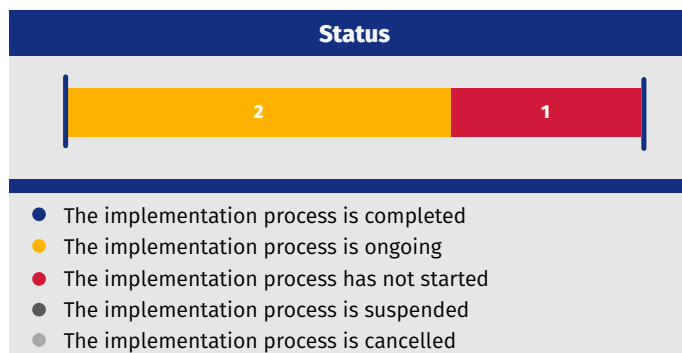
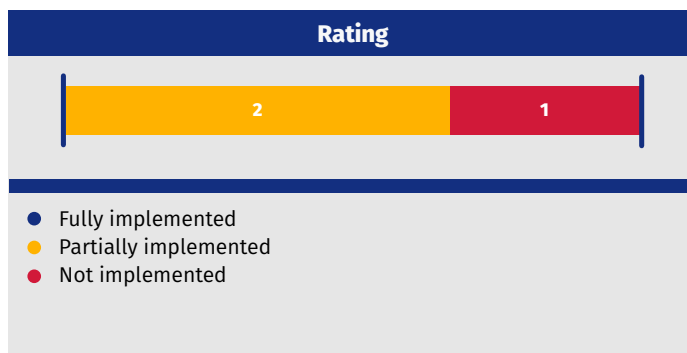
Objective 3.1

LEPL Civil Service Bureau

Suggest institutional set-up to the LEPLs covered by the CSL in order to strengthen the principles of economy, effectiveness and efficiency

Output indicators:

- ▶ The list of LEPLs that are categorized according to the analysis of their functions and authority
- ▶ At least 3 public consultations are carried out in order to discuss new draft law
- ▶ New draft law on LEPLs is elaborated



Under the Reform Action Plan 2019-2020, the Civil Service Bureau took important steps towards establishing a new vision of the LEPLs' institutional set-up. In 2019 the first stage of the functional analysis of the LEPLs was carried out to identify the LEPLs that represent civil service for the purposes of the Law of Georgia on Civil Service.³² The Bureau developed a criteria matrix to categorize LEPLs. Besides, recommendations were prepared on extending the scope of the Law of Georgia on Civil Service to LEPLs.³³

In 2019 three internal discussions attended by a total of 40 participants took place as part of the process to develop the draft law. The OECD/SIGMA experts, Deputy Ministers and representatives of central government institutions were actively involved in the discussions. Civil Service Bureau introduced the developed criteria to the participants, based on which the LEPLs had been categorized and the draft amendments to the law prepared.

Based on the first stage of the analysis of LEPL functions and authority, **draft amendments to the Law of Georgia on LEPLs were prepared**, which:

- ✦ Envisages division of LEPLs into categories,
- ✦ fines the basis for their formation, and
- ✦ Defines whether they fall under the scope of legislation regulating civil service.

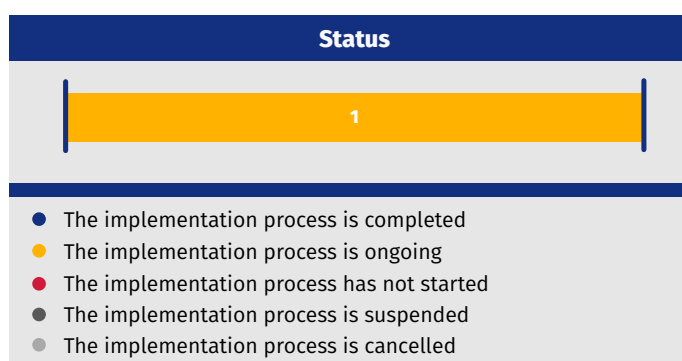
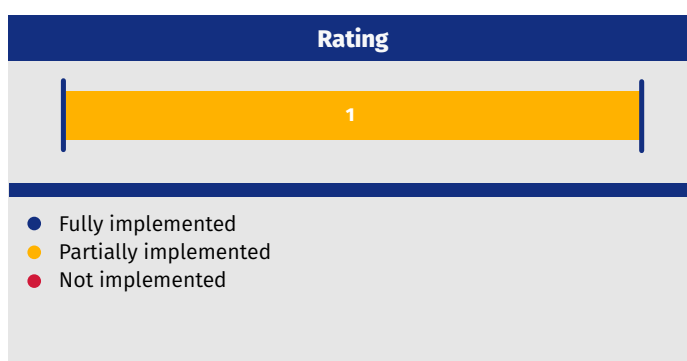
It should be noted that according to the Action Plan, output indicators of all three activities had to be implemented by the end of 2019. However, based on the comments received during the internal discussions, actions connected with implementation of LEPLs' functional and institutional analysis were continued during the reporting period, including improvement of legislation regulating LEPLs' functions. Currently the Civil Service Bureau is working on the development of **methodology for secondary functional analysis of LEPLs**, which should be followed by unimpeded conduct of the functional and institutional analysis itself. Due to the volume and significance of the changes envisaged by the draft amendments, **the work on the document is still ongoing. Public consultations** envisaged under the Action Plan **will be planned after the further refinement of draft amendments.**

Objective 3.2**LEPL - Digital Governance Agency (former LEPL Data Exchange Agency)**

Improve access to open data by strengthening existing mechanisms

Output indicator:

- ▶ Open data portal - data.gov.ge - is updated



³² Activity Report of the LEPL Civil Service Bureau for 2019, 2019, p. 5.

³³ Activity Report of the LEPL Civil Service Bureau for 2019, 2019, p. 5.

By the end of 2019, LEPL Data Exchange Agency **prepared a document describing the new features for the open data portal, which is an important precondition for implementing the objective set out in the Action Plan.** In addition, a working meeting was organized and held on January 21, 2020, with the support of the Institute for Development of Freedom of Information (IDFI), aimed at discussing the needs, challenges and development plans of data.gov.ge with the representatives of civil society, media, business and academia. The information on prospects of updating the open data portal and its new feature set was presented at the meeting.

According to the Action Plan, the deadline for implementing output indicator of this activity was 4th quarter of 2019. However, due to the scarcity of internal resources of the LEPL Data Exchange Agency and specificity of the technical works required for updating the portal, seeking for the additional support became necessary. Accordingly, in 2019, negotiations with donor organizations began in order to facilitate the implementation of the tasks envisaged under the activity. The Agency is cooperating

with the UNDP and the work needed for updating the portal is currently underway with the UNDP's support.

During the reporting period, as a result of reorganization and merger between LEPL Data Exchange Agency and LEPL Smart Logic, **a LEPL Digital Governance Agency was formed.**³⁴ As a legal successor of LEPL Data Exchange Agency, LEPL Digital Governance Agency, with the support of UNDP, continues meeting the commitments undertaken in the frames of the Public Administration Reform. During the reporting period, in order to take into consideration the best international practices, a document describing the new feature set of the open data portal was once again reviewed and amended. However, due to the coronavirus pandemic and the reorganization process, the planned activities were delayed till the second half of 2020. According to the Agency, updating of the portal will be completed at the end of 2020. It should be pointed out that during the reporting period, the portal published **a total of 719 data lists in XML and CSV formats** submitted by **30 public agencies.**

Objective 3.4

The Administration of the Government of Georgia

Raise awareness of civil servants of central government bodies on the Open Government agenda in order to enhance implementation of the Open Government policy principles.

Output indicators:

- ▶ Open Government Communication Strategy is elaborated; One component of the strategy focuses on raising awareness of civil servants
- ▶ Consultations are carried out with the representatives of policy planning and analysis units of the line Ministries, as well as with other units, if necessary, during elaboration of the OGP Georgia's Action Plan 2020-2022
- ▶ Public consultations are held during the elaboration of the OGP Georgia Action Plan 2020-2022 in at least 7 regions of Georgia
- ▶ OGP Georgia's website is created

Rating



- Fully implemented
- Partially implemented
- Not implemented

Status



- The implementation process is completed
- The implementation process is ongoing
- The implementation process has not started
- The implementation process is suspended
- The implementation process is cancelled

In order to provide consistent and comprehensive information on the reforms implemented under the Open Government Partnership (OGP) umbrella in the country and to raise awareness about Open Government issues, with the support from the USAID/GGI, Open Government Georgia Secretariat (Public Administration Unit, the Administration of the Government of Georgia) developed a draft version of Open Government Georgia Communication Strategy in 2019, which is aimed at three target audiences: civil servants employed at the central and local levels, representatives of the civil society, and citizens. According to the Action Plan, this activity was to be completed in the 3rd quarter of 2019; however, in order to improve the document, work on the Communication Strategy continued during the reporting period; besides, due to the restrictions caused by the pandemic, the deadline for adoption of the document was changed as well – the Communication Strategy is going to be adopted at the end of 2020.

During the Open Government Georgia Forum held on December 27, 2019, Open Government Georgia Secretariat presented a calendar for OGP Georgia 2020-2021 Action Plan development process, which was approved by the Forum. Based on the calendar, in the beginning of 2020, OGP Georgia Secretariat announced a call for initiatives from the public agencies and local nongovernmental organizations and international organizations with a view to elaborating 2020-2021 Action Plan. Local NGOs and international organizations submitted 30 initiatives while public agencies presented 24 initiatives. It should be noted that the review of initiatives coincided with the onset of the coronavirus pandemic and declaration of the state of emergency in the country, which delayed the process.

Given the situation, OGP Georgia Secretariat, based on the recommendation of OGP Support Unit, **moved the process of elaboration of the new Action Plan online**, this decision was

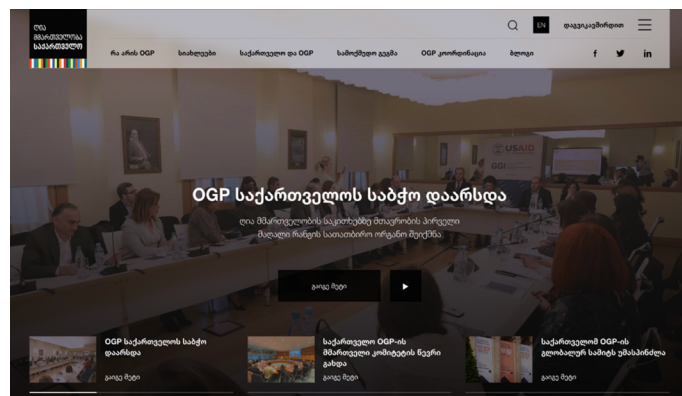
³⁴ Law of Georgia on Legal Entities of Public Law – Digital Governance Agency, June 12, 2020, available [here](#).

agreed with the Forum. As a result, during the reporting period, the Secretariat provided support to public agencies using various online platforms as needed. Primary processing of the received initiatives was done online. Opinions of public agencies regarding some of the initiatives submitted by NGOs were forwarded to the Forum members in the written form. As of the development of this Report, **preparatory works for holding online consultations are underway.**

It should be noted that given the situation caused by the novel coronavirus pandemic, OGP Steering Committee decided to extend the deadline for submission of action plans – Georgia now has the opportunity to submit the new Action Plan **by the end of 2020**. OGP Support Unit also allows the countries to extend the deadlines for submission of their action plans to 2021.

Implementation of the output indicator 3.4.2.2. (holding the public consultations in at least 7 regions of Georgia) depends on elaboration of the OGP Georgia 2020-2021 Action Plan and hence, on the epidemiologic situation.

With the support from the USAID/GGI, OGP Georgia Secretariat created **Open Government Georgia website, which was launched during the reporting period.** According to the Action Plan, the activity was to be completed in the 4th quarter of 2019; however, work on the detailed description of the website and selection of the developed company took more time than planned.



The website's feature set was developed in the beginning of 2020 and in order to further improve it, a working meeting of OGP Georgia Forum took place online. During the meeting, OGP Georgia Secretariat informed the Forum participants about the concept and draft version of the website's feature set. OGP Georgia Secretariat also presented the draft version of the website to the OGP Support Unit. As a result of the detailed discussions on the website's feature set with the Forum and OGP Support Unit, the Secretariat took into account a large part of the received comments and added new elements to the website. Currently, the website is working in the test mode in order to eliminate technical flaws (if any). The website will be working in the test mode till the end of October 2020.

Objective 3.5

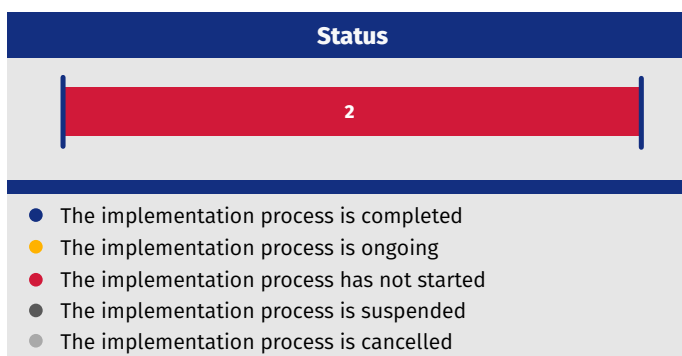
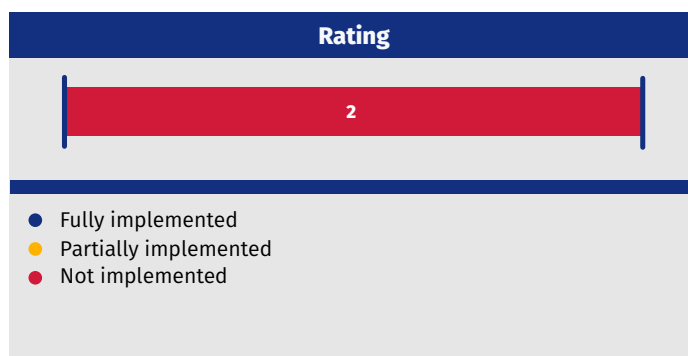
The Administration of the Government of Georgia

Improve existing legislation on the access to information in order to enhance openness, transparency and accountability of the public institutions and ensure its consistent application in practice.

Output indicators:

▶ The draft law on Freedom of Information is submitted to the Parliament

▶ Handbook for implementation of the norms regulating the freedom of information is developed



Within the framework of the provision of accountability, one of the most important objectives of the government is to improve the legal norms regulating the freedom of information and bring them in line with the international standards. Following the approval of PAR Action Plan 2019-2020, the obligation to elaborate the final version of the draft law on Freedom of Information and submit it to the Government for approval was transferred from the Ministry of Justice of Georgia to the Administration of the Government of Georgia (AoG) on October 4, 2019, by the Decree of the Government № 484.³⁵ The AoG has started and is actively continuing the review and processing of the draft law.

novel Coronavirus pandemic, the process was impeded. However, the agency is working on defining the next steps.

Implementation of the output indicator 3.5.2.1 (development of handbook for implementation of the norms regulating the freedom of information) depends on the adoption of draft law on Freedom of Information.

According to the Action Plan, output indicators of this activity had to be completed in the 4th quarter of 2019. As a result of the

³⁵ Decree of the Government of Georgia №484 of October 4, 2019 on Approval of the Action Plan 2019-2020 for the National Anti-Corruption Strategy of Georgia and Implementation of the National Anti-Corruption Strategy of Georgia, available [here](#).

Next Steps

Implementation of the following activities is planned in the Accountability direction:

- Holding consultations on amendments to the Law of Georgia on Legal Entities of Public Law and developing the final version of the draft law
- Updating and adding new open data to the data.gov.ge web portal
- Finalizing the Open Government Georgia Communication Strategy and presenting the Open Government Georgia website
- Preparation of draft version of the new OGP Georgia Action Plan
- Planning the work process regarding the improvement of the legislation regulating freedom of information and, if necessary, coordinating donor organizations to ensure the expert support.

Recommendations

Most delays observed during the reporting period were caused by the Coronavirus pandemic. In order to fully implement indicators

- Civil Service Bureau shall ensure the development of the final version of the draft amendments to the Law of Georgia On Legal Entities of Public Law
- The Administration of the Government of Georgia shall ensure the elaboration of the new OGP Georgia Action Plan and holding of public consultations.

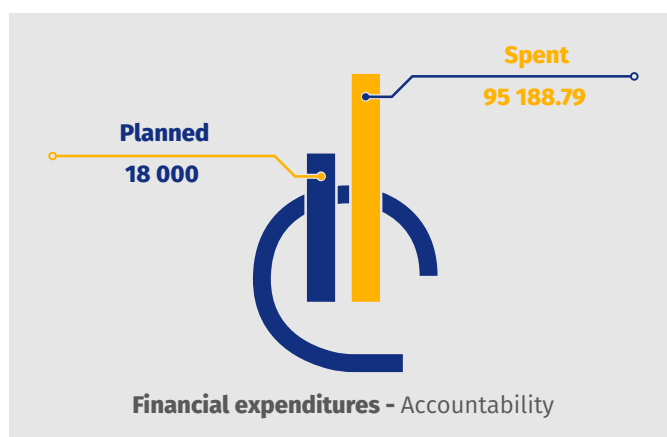
envisaged by the Action Plan, the following recommendations have to be taken into account:

- Digital Governance Agency shall ensure active participation of the public agencies in the process of implementing relevant activities as meeting their commitments depends on active participation of external actors

Financial Expenditures

The approved Action Plan budget does not feature any financial expenditures for fulfilling output indicators in the Accountability direction in I-II quarters of 2020, since administrative resources and support from the international donors were supposed to be allocated for implementing those activities. Action Plan explanatory note explains that the amount of this support will be calculated during the planning of the activities.

According to the data provided by the donor organizations, **95 188.79 GEL** was spent on implementation of the activities planned for the reporting period. It should be noted that funds allocated for hiring a local expert to elaborate a new draft law on Legal Entities of Public Law (activity 3.1.2) in the amount of 18,000 GEL (this amount was considered to be part of budget deficit) was not spent, as the service was provided free of charge.



According to the PAR Council Secretariat's assessment, the implementation **rating** and **status** of output indicators in the **Accountability direction** as of the end of the 2nd quarter of 2020 are as follows:

Objective 3.1: Suggest institutional set-up to the LEPLs covered by the CSL in order to strengthen the principles of economy, effectiveness and efficiency

Output indicators:	Implementation rating:	Implementation status:
3.1.1.1 The List of LEPLs that are categorized according to the Analysis of their functions and authority	Partially implemented ³⁶	Implementation process is ongoing
3.1.2.1 New draft law on LEPLs is elaborated	Partially implemented ³⁷	Implementation process is ongoing
3.1.2.2 At least 3 public consultations are carried out in order to discuss new draft law	Not implemented ³⁸	Implementation process has not started

³⁶ Conducting the second stage of functional and institutional analysis of LEPLs is planned.

³⁷ A draft version of the new draft law on LEPLs has been elaborated, the work on the document is ongoing.

³⁸ 3 internal meetings were held only with the representatives of public agencies and NGOs and experts. Besides, final version of the new draft law on LEPLs is needed for implementing this activity.

Objective 3.2: Improve access to open data by strengthening existing mechanisms

Output indicators:	Implementation rating:	Implementation status:
3.2.1.1 Open data portal – data.gov.ge - is updated	Partially implemented ³⁹	Implementation process is ongoing

Objective 3.4: Raise awareness of civil servants of central government bodies on the Open Government agenda in order to enhance implementation of the Open Government policy principles

Output indicators:	Implementation rating:	Implementation status:
3.4.1.1 Open Government Communication Strategy is elaborated; One component of the strategy focuses on raising awareness of civil servants	Partially implemented ⁴⁰	Implementation process is ongoing
3.4.2.1 Consultations are carried out with the representatives of policy planning and analysis units of the line Ministries, as well as with other units, if necessary, during elaboration of the OGP Georgia's Action Plan 2020-2022	Partially implemented ⁴¹	Implementation process is ongoing
3.4.2.2. Public consultations are held during the elaboration of the OGP Georgia Action Plan 2020-2022 in at least 7 regions of Georgia	Not implemented ⁴²	Implementation process has not started
3.4.3.1 OGP Georgia's website is created	Fully implemented ⁴³	Implementation process is completed

Objective 3.5: Improve existing legislation on the access to information in order to enhance openness, transparency and accountability of the public institutions and ensure its consistent application in practice

Output indicators:	Implementation rating:	Implementation status:
3.5.1.1 The draft law on Freedom of Information is submitted to the Parliament	Not implemented ⁴⁴	Implementation process has not started
3.5.2.1 Handbook for implementation of the norms regulating the freedom of information is developed	Not implemented ⁴⁵	Implementation process has not started

³⁹ The feature set of the open data portal has been developed; however, the portal has not been updated.

⁴⁰ Draft version of the Open Government Georgia Communication Strategy has been developed, the work on the document continues.

⁴¹ Due to the novel coronavirus pandemic and state of emergency, consultations are held online.

⁴² Public consultations are going to be planned once the draft version of the new Action Plan of Open Government Georgia is prepared. Due to the epidemiologic situation, consultations are going to be held online.

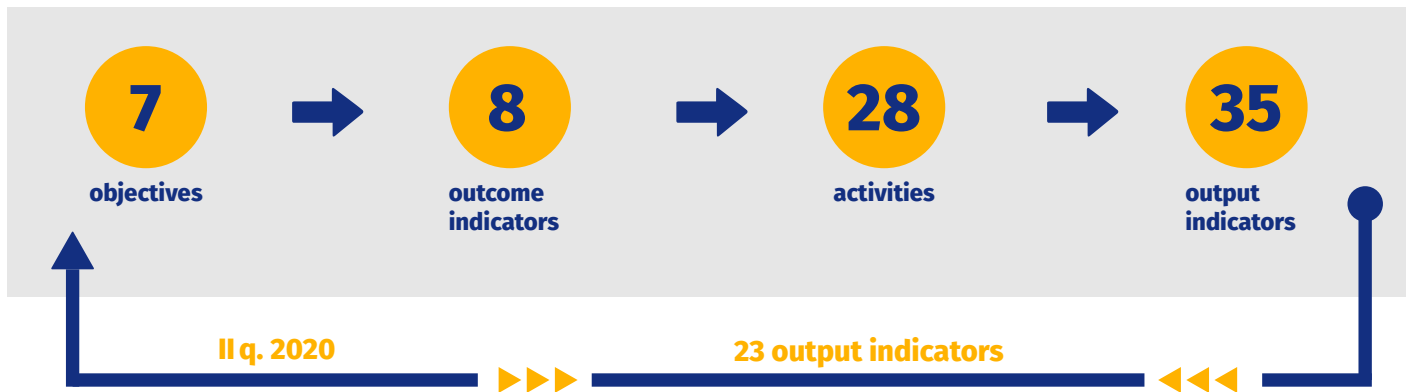
⁴³ Open Government Georgia Secretariat, with the support from USAID/GGI, has completed all activities that are necessary for creating the website. The website is going to be presented in September 2020.

⁴⁴ Final version of the draft law on Freedom of Information has not been elaborated, correspondingly, it hasn't been submitted to the Parliament for adoption.

⁴⁵ Adoption of the Law on Freedom of Information is necessary for implementing the activity.

IV

Public Service Delivery

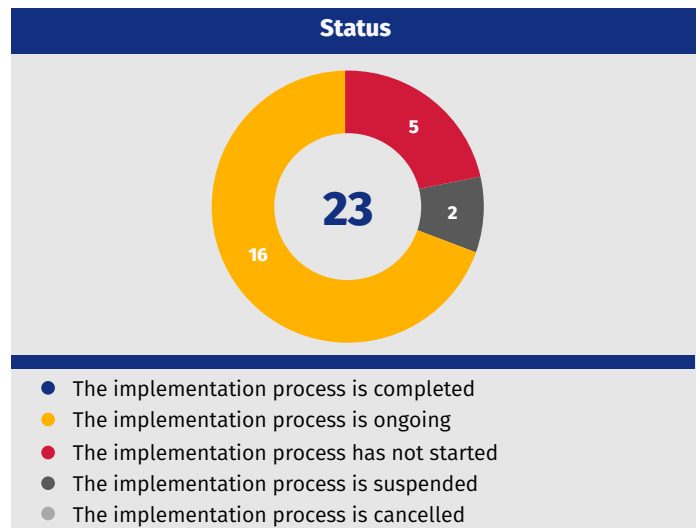
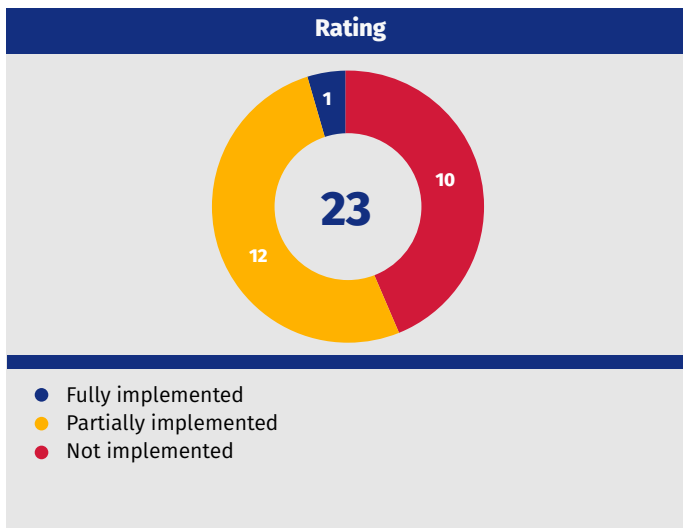


Improving the quality of public services, their accessibility as well as the level of customer satisfaction is one of the main priorities of Public Administration Reform. In order to implement this in practice, it is fundamental to develop, approve, and implement in practice a Unified Strategy for the creation,

delivery, quality assurance and pricing of the public services.

In this regard, according to the Action Plan, 23 output indicators of 6 objectives had to be completed in I-II quarters of 2020.

Output indicator implementation statistics as of 2nd quarter of 2020:



Key Achievements

- Final version of Public Service Index Concept and Methodology was developed
- Training module on Methodology for the Common Assessment Framework (CAF) was developed; It is integrated in the Training Center of Justice's catalogue and is accessible to anyone

- Number of public services on my.gov.ge web portal increased up to 646
- Training materials on Cyber Hygiene were developed by an international expert; The materials were translated into the Georgian language.

Progress Achieved as of I-II quarters of 2020

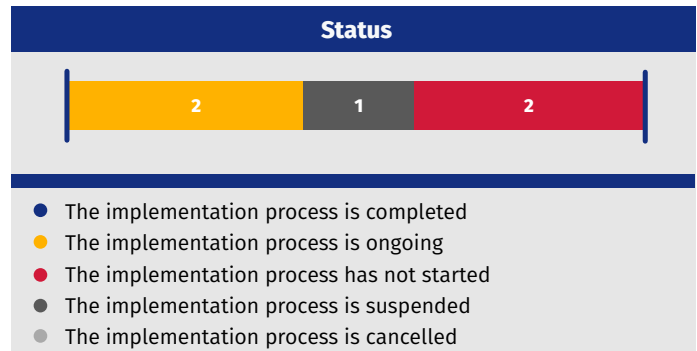
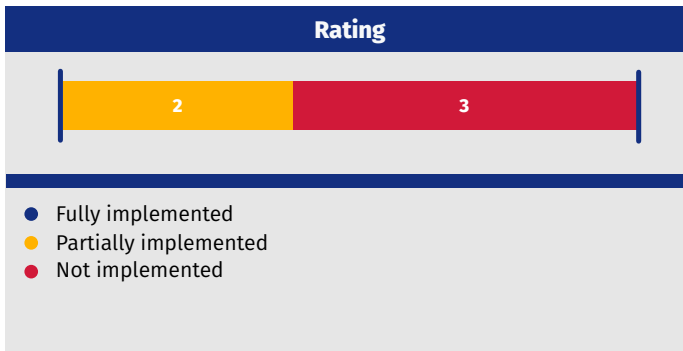
Objective 4.1

LEPL Public Service Development Agency

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

Output indicators:

- ▶ Policy document on creation, delivery, quality assurance and pricing of the public services is discussed with all interested parties and submitted to the Government
- ▶ The guideline and instructions on Service Design are developed
- ▶ Service Design guideline and instructions are presented to the public
- ▶ The training module on Service Design is integrated into Training Center's curriculum and is available for any applicant
- ▶ At least 3 employees of all service provider agencies have undergone the training on Service Design



The priority of the Government of Georgia within the framework of the Public Service Delivery direction of the Public Administration Reform is to improve the quality of public services, accessibility and customer satisfaction level. In order to implement this in practice, it is fundamental to develop, approve and implement a Unified Strategy for the creation, delivery, quality assurance and pricing of the public services.

In 2019, LEPL Public Service Development Agency prepared a **Unified Strategy for the creation, delivery, quality assurance and pricing of the public services**. The document was developed with the participation of public agencies and NGOs involved in the Reform. During the reporting period, the Strategy Document was updated in accordance with Decree №629 of the Government of Georgia; As a result, the Document is in full compliance with the Rule for Developing, Monitoring and Evaluating of Policy Documents regulated under the abovementioned Decree.

According to the Action Plan, the policy document was to be developed and submitted to the Government in the 3rd quarter of 2019. As of the monitoring stage, **the document hasn't been submitted to the Government**, correspondingly, implementation process is significantly lagging behind the timeframes defined by the Action Plan.

One of the important components of the Public Service Delivery sub-chapter of the Reform is **taking into consideration the customers' needs and priorities** during the process of creating and developing services.

According to the Action Plan, development of Service Design guideline and instructions, which would include approaches and methodologies needed for ensuring customers' engagement in the process of service creation, had to be completed in the 4th quarter of 2020.

An international expert was to be contracted in order to elaborate full documentation associated with Service Design guideline and instructions, who would develop the service design

guideline and instructions and ensure their compliance with international practice.

Despite the fact that search for the relevantly qualified expert took more time than expected, an international expert was contracted by the end of 2019. His/her visit to Georgia was planned in order to meet stakeholders involved in the Reform and learn about their expectations with regard to the Service Design guideline.

The visit had to be cancelled due to the state of emergency caused by Covid-19 and subsequent closure of borders. Correspondingly, after that delay, the process was moved online and relevant activities were conducted remotely. **During the reporting period, the draft version of the guideline was prepared.** After the documents associated with Service Design guideline are developed, a public presentation will take place with the participation of stakeholders.

Development of the relevant training module and training of civil servants working in that area is also important in order to ensure application of Service Design guideline methods in practice; this activity **depends on the development of the final version of the Service Design guideline.**

It should be noted that during the reporting period the responsible agency translated and adapted to the handbook the training module standard document prepared by LEPL Justice Training Centre, which was forwarded to international experts. At the same time, active communication with the Training Center was taking place during the reporting period with a view to organizing training of trainers, finding relevant trainers and integrating the training module in the Training Center's curriculum.

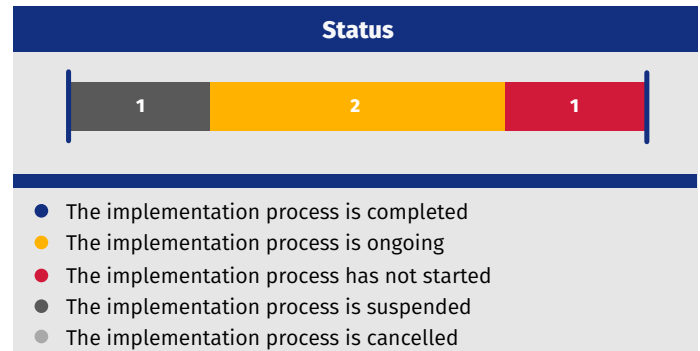
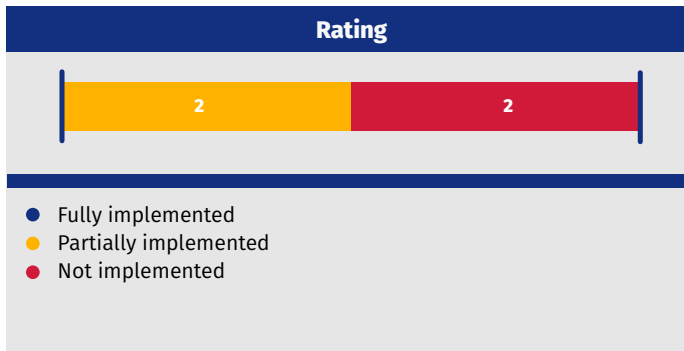
A visit of international experts to Georgia is planned for the second half of 2020 with a view to conducting the training of trainers. According to the plan, the retrained trainers will be able to conduct trainings themselves both to the employees of service providers as well as any interested individuals.

Objective 4.2**LEPL Public Service Development Agency**

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

Output indicators:

- ▶ Legislative amendments on public services are submitted to the Government
- ▶ Service delivery handbook and procedures are elaborated
- ▶ Service delivery training module is incorporated into the curriculum of the Training Center and is available for all interested applicants
- ▶ 30 employees of at least 5 service provider agencies have undergone service delivery training module



One of the goals of the Reform is to update and improve Georgian legislation related to public services with a view to timely and inclusively create user-oriented, fast, quality, and reliable public services.

As of the monitoring stage, work on the package of legislative amendments related to public services was completed and the **final version of the document has been prepared**. The document was developed based on the opinions voiced by the representatives of PAR Council's Public Service Delivery working group.

Process of approval of the document by the Government was impeded by the Covid-19 pandemic. It should be underlined that according to the plan, the package of legislative amendments was to be submitted by the 4th quarter of 2019; However, due to the failure to find an expert with relevant qualifications, the

implementation process was delayed.

During the reporting period, **first draft of Service Delivery guideline was prepared**, the expert and the working group are currently working on the document. Due to the fact that the handbook itself is conceptually based on Service Design guideline (which is still being developed as of the 2nd quarter of 2020), in order to avoid possible duplication, the work on Service Delivery guideline can only be completed after the final version of the Service Design handbook is ready.

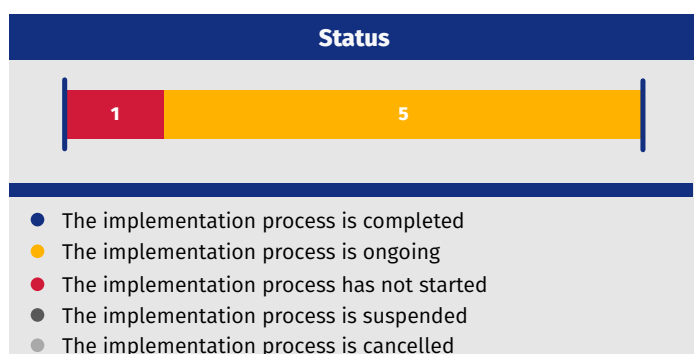
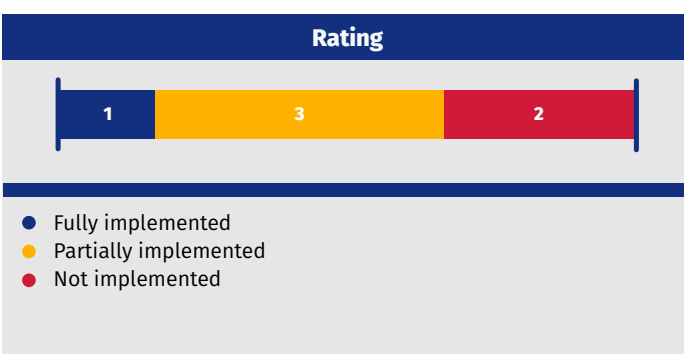
Development of Service Delivery training module will also start once the Service Delivery guideline is ready. Trainings can take place once the Service Delivery training module is prepared and introduced and the trainers are trained in service delivery approaches and methodologies.

Objective 4.3**LEPL Public Service Development Agency**

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

Output indicators:

- ▶ The Concept and Methodology of Service Index is developed
- ▶ Training module on conducting customer satisfaction surveys is incorporated into the curriculum of the Training Center and is available for all interested applicants
- ▶ Customer satisfaction survey is conducted in 1 public service provider agency
- ▶ Customer satisfaction survey standard is developed
- ▶ 30 employees of at least 5 service provider agencies have undergone the training on conducting customer satisfaction surveys
- ▶ CAF training module is developed and 30 employees of at least 5 service provider agencies have undergone the training



During the monitoring stage, the **final version of concept and methodology document of Public Service Index was developed, which was not approved during the reporting period.** It should be pointed out, that a Service Index document was prepared during the 2019 annual monitoring stage, which was forwarded to public agencies and stakeholders for their comments and recommendations. **The final version of the document** was developed on the basis of received feedback. At the same time, a summary report on international experience and the best practices was prepared, which became the basis for elaboration of the Georgian model of Service Index. The public service working group was actively involved in the elaboration of the documents.

As noted in the Annual Monitoring Report of 2019 on the Reform implementation, work directed at preparation of **Customer Satisfaction Survey Standard handbook** was implemented later than planned due to the prolonged search for the expert with relevant qualifications. However, the process was mostly completed during the reporting period and currently the final version of the handbook is being developed. Experts in various components of service provision contributed to the work on the handbook so that the methodologies and handbooks developed by them would be logically connected with the Customer Satisfaction Survey Standard handbook.

As for the elaboration of the **final version of training module on**

conduction of Customer Satisfaction Surveys, it depends on the completion of work on Customer Satisfaction Survey Standard handbook, therefore, the training module can be incorporated into the curriculum of the Training Center only after that.

Communication with Training Center of Justice and relevant preparatory works regarding introduction of the training module in the Center and conducting training of trainers were underway during the monitoring stage.

As the conduction of customer satisfaction survey is an accompanying process to introduction of a Customer Satisfaction Survey Standard handbook and implementation of the corresponding trainings, **the abovementioned survey hasn't been carried out during the monitoring stage.**

It should be noted that work on CAF training module and relevant materials has been completed during the monitoring stage. Both CAF handbook and the relevant training module document were updated. Correspondingly, it was incorporated into the curriculum of the Training Center of Justice and **the trainings are available to any interested individual.**

Besides, during the reporting period, training of trainers on CAF took place, under which invited trainers of the Training Center were retrained, **including 12 employees of 4 public service provider agencies.**

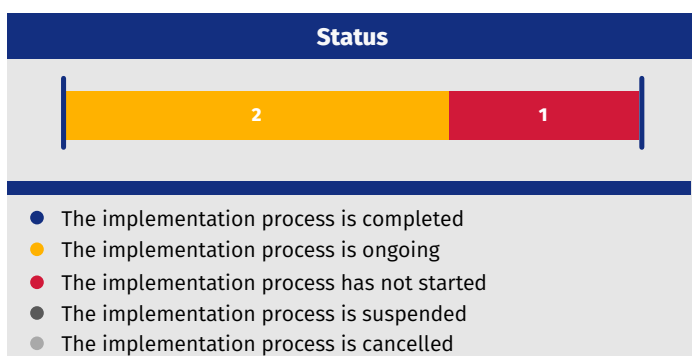
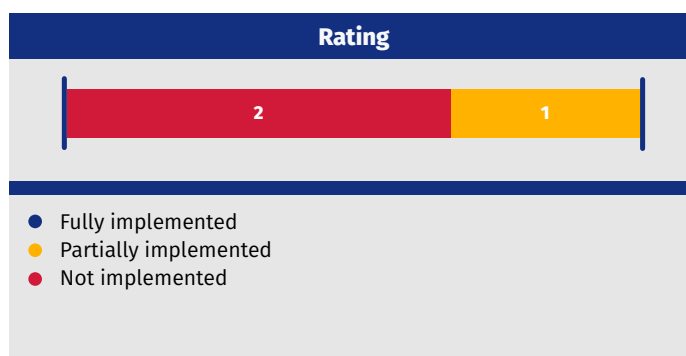
Objective 4.4

LEPL Public Service Development Agency

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

Output indicators:

- ▶ Methodology and Handbook on pricing are discussed with all service provider agencies and approved by them
- ▶ Training module on new pricing methodology is incorporated into the curriculum of the Training Center and is available for all interested applicants
- ▶ 30 employees of at least 5 service provider agencies have undergone the training on new pricing methodology



Member agencies of the Reform Council's working group on Service Delivery component were actively involved in the development of the handbook on service pricing. The relevant methodology document is also being developed based on their feedback. **The international expert has completed working on the research document on international experience and best practices**, which was used as a basis for development of Georgian model of public service pricing.

According to the Action Plan, output indicator of this activity had to be completed by the 4th quarter of 2019; However, due to the failure in finding the relevantly qualified expert in a timely

manner, the implementation timeframes were changed. Besides, due to the pandemic, communication with partner agencies became difficult and consequently, the final decision on the pricing methodology was delayed.

Work on the pricing methodology training module will commence as soon as the handbook on pricing methodology is finished. Training of the employees of service provider agencies and other stakeholders using the above-mentioned training module will be possible only after the handbook on Public Service Pricing Methodology is completed and the corresponding training module is developed.

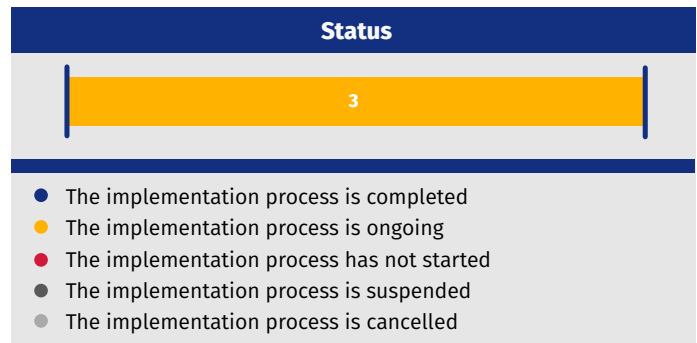
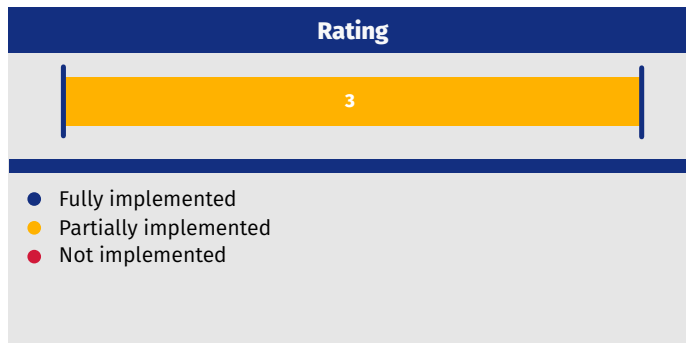
Objective 4.5

LEPL Digital Governance Agency

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

Output indicators:

- ▶ Legislative amendment to regulate the provision of public e-services is elaborated and submitted to the Government
- ▶ Feedback mechanisms are integrated into my.gov.ge
- ▶ Video tutorial on the use of electronic services is available on my.gov.ge



One of the major challenges identified in the process of implementation of the Reform by the government is the lack of a unified legal framework in the field of service delivery and e-services.

The draft amendments to be introduced to the General Administrative Code of Georgia, developed by the LEPL – Digital Governance Agency, are designed for the legal solution of this very problem.

During the reporting period, work on legislative amendments to be submitted to the Government is underway.

Strengthening of my.gov.ge, enhancement of access to public and private e-services through it and raising public awareness about the e-portal are some of the priorities of the Public Service Delivery direction of the Reform.

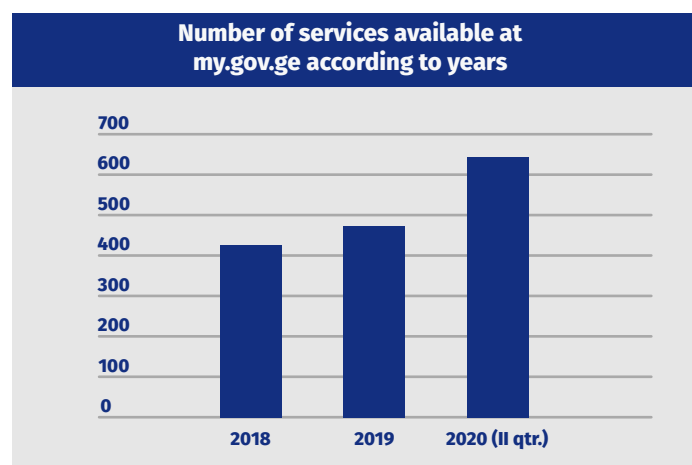
During the reporting period, which coincided with the pandemic, receiving services without leaving home/office became critically important. As a result, the Agency gained additional experience in terms of the work of the feedback mechanism during the provision of electronic services to individuals/legal entities.

It should be underlined that during the pandemic, the Agency's resources were channeled in various directions, which impeded full integration of feedback mechanisms into my.gov.ge web portal; However, during the same period, logging feature was developed and expanded for users in terms of provision of electronic services, which makes it possible to receive additional information from users when tackling complex issues.

Given the pandemic and therefore limited resources, LEPL - Digital Governance Agency managed to work on only 2 e-services:

“Apply to Business Ombudsman” and **“Employees and Powers of Attorney”**. For the former there's an interactive assistance module developed⁴⁶ (instructions), which explains to users how to use the service and/or work with the portal. During the monitoring stage that module was working in a test mode.

It should be underlined that amidst the fight against Covid-19 pandemic, as far as software development was concerned, resources available at the Agency had to be used as needed and priorities had to be changed. Besides, during the reporting period, as a result of merger between LEPLs - Data Exchange Agency and Smart Logic (which had interrelated functions), LEPL - Digital Governance Agency was formed. These internal processes had an impact on the timely implementation of the planned activities. Correspondingly, deadlines set in the Reform Action Plan were changed.



Objective 4.7

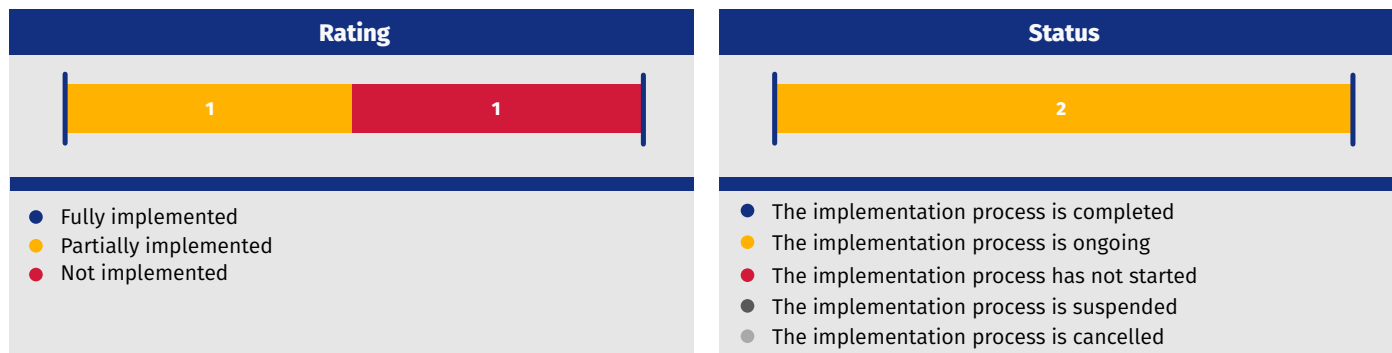
LEPL Digital Governance Agency

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

Output indicators:

- ▶ Sensor network monitoring system is implemented in at least 3 agencies
- ▶ Cyber Hygiene training discipline for schools is elaborated

⁴⁶ Instructions on how to use the service can be viewed [here](#).



To ensure high standard governance, security of the critical infrastructure and high degree of protection of the information systems are essential.

During the monitoring stage, LEPL - Digital Governance Agency implemented sensor network monitoring system only in LEPL - Public Service Development Agency.

It should be underlined that during the preparation of Annual Report of 2019, sensor network monitoring system was implemented only in the above-mentioned agency, which was caused by the changed priorities at the time (updating of the Microsoft license).

According to the LEPL - Digital Governance Agency, implemen-

tation of objective 4.7 during the reporting period was impeded due to the agencies' passiveness and lack of financial resources.

During the reporting period, with the support of UNDP, local and international experts were selected. The international expert, in cooperation with National Center for Teacher Professional Development, prepared Cyber Hygiene learning materials (including 9 short video tutorials), which were translated into Georgian. According to the Action Plan, this activity had to be completed in the 4th quarter of 2019; However, since the expert with relevant qualifications couldn't be found on time, the implementation deadline was changed. Online training on Cyber Hygiene for teachers is going to take place in the near future in cooperation with National Center for Teacher Professional Development.

Next Steps

- Completion of work **on Service Design guideline and instructions**, development of the corresponding training module and retraining of the employees of the service provider agencies
- Development of **Service Delivery handbook**, development of the corresponding training module and training of the employees of the service provider agencies
- Development of the final version of **Customer Satisfaction Survey Standard**, development of the corresponding training module and training of the employees of the service provider agencies
- Development of the final version of **Methodology and Handbook on Pricing**, development of the corresponding training module and training of the employees of the service provider agencies
- Development of the final version of the **package of legislative amendments related to regulation of public e-service delivery** and submitting it to the Government
- **Online training of teachers in Cyber Hygiene** in cooperation with National Center for Teacher Professional Development

Recommendations

Crisis caused by the spread of the novel coronavirus had an impact on timely implementation of different output indicators. In order to reduce the delays and most importantly, ensure full

- Unified Strategy for the creation, delivery, quality assurance and pricing of the Public Services should be promptly submitted to the Government so that implementation of other important activities is not impeded
- Work on the main guideline documents should be promptly completed so that relevant training modules are developed and employees of service provider agencies are retrained
- Customer Satisfaction Survey should be conducted in one of the public service provider agencies
- Legislative amendments on public services should be promptly submitted to the Government
- Training of employees of service provider agencies should continue based on the CAF training module
- Final legislative amendments to regulations concerning provision of public e-services should be promptly prepared and submitted to the Government
- Integration of feedback mechanisms on my.gov.ge web portal as well as uploading video tutorials on the use of electronic services available on the web portal should continue
- Relevant funds should be mobilized and implementation of the sensor network monitoring system should be ensured in 2 more public agencies.

implementation of outcome indicators by the end of 2020, it is important that:

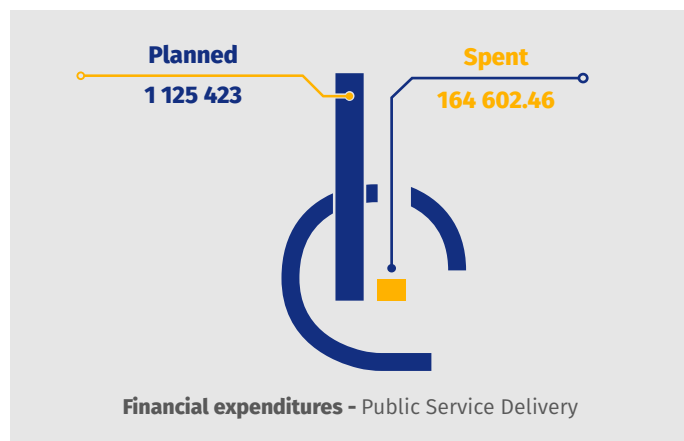
Financial Expenditures

According to the approved Action Plan budget, only **donor assistance** was envisaged for the activities that were to be completed in the 2nd quarter of 2020.

State Budget funds were not spent during the reporting period as administrative resources were used in accordance with the AP budget.

The discrepancy between the planned and spent funds was **caused by several factors**: amount allocated for development of Service Design guideline and instructions (70,600 GEL) was not spent during the reporting period, amount intended for conducting the customer satisfaction survey (150,000 GEL) was not spent; besides, the amount allocated by the donor organization (2,500 GEL) for developing Unified Strategy for the creation, delivery, quality assurance and pricing of the public services was not spent either. During the reporting period, amount intended for implementing sensor network monitoring system in public

agencies (442,000 GEL) also remained unspent, – this sum was to be used for procuring hardware.



According to the PAR Council Secretariat's assessment, the implementation **rating** and **status** of output indicators in the **Public Service Delivery** direction as of the end of the 2nd quarter of 2020 are as follows:

Objective 4.1: Develop a unified standard for Public Service development focusing on citizen engagement in order to ensure citizen-oriented service delivery		
Output indicators:	Implementation rating:	Implementation status:
4.1.1.1 Policy document is discussed with all interested parties and submitted to the Government	Partially implemented ⁴⁷	Implementation process is suspended
4.1.2.1 Guideline and instructions on Service Design are developed	Partially implemented ⁴⁸	Implementation process is ongoing
4.1.2.2 Service Design guideline and instructions are presented to the public	Not implemented ⁴⁹	Implementation process has not started
4.1.3.1 Service design training module is integrated into at least 1 Training Center's curriculum and is available for any applicant	Not implemented ⁵⁰	Implementation process is ongoing
4.1.3.2 At least 3 employees of all service provider agencies have undergone the training	Not implemented ⁵¹	Implementation process has not started
Objective 4.2: Improve access to public services through introducing a unified user-oriented standards of service delivery		
Output indicators:	Implementation rating:	Implementation status:
4.2.1.1 Amendments to the law is submitted to the Government	Partially implemented ⁵²	Implementation process is suspended
4.2.2.1 Public Service Delivery handbook and procedures are elaborated	Partially implemented ⁵³	Implementation process is ongoing
4.2.3.1 Training module on public service delivery is incorporated into the curriculum of the Training Center and is available for all interested applicants	Not implemented ⁵⁴	Implementation process is ongoing
4.2.3.2 30 employees of at least 5 service provider agencies have undergone trainings on public service delivery	Not implemented ⁵⁵	Implementation process has not started

⁴⁷ The final version of Unified Strategy for creation, delivery, quality assurance and pricing of public services has been developed, it is yet to be submitted to the Government.

⁴⁸ Part of instructions needed for service design handbook has been developed, however, the final version of the documents is yet to be prepared.

⁴⁹ Presentation has not taken part during the reporting period.

⁵⁰ Service design training module will be available after the final version of the service design handbook is developed.

⁵¹ Trainings will be available once the service design handbook and training module are prepared.

⁵² The package of legislative amendments on public services is ready; however, it is yet to be submitted to the Government.

⁵³ The work on the document will be finished after the service design handbook is developed.

⁵⁴ Service delivery training module is not developed.

⁵⁵ Trainings did not take place during the reporting period.

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

Output indicators:	Implementation rating:	Implementation status:
4.3.1.1 The concept and methodology of service index is developed	Fully implemented	Implementation process is ongoing ⁵⁶
4.3.3.1 Customer Satisfaction Survey Standard is developed	Partially implemented ⁵⁷	Implementation process is ongoing
4.3.4.1 Training module on customer satisfaction is incorporated into the curriculum of the Training center and is available for all interested applicants	Partially implemented ⁵⁸	Implementation process is ongoing
4.3.4.2 30 employees of at least 5 service provider agencies have undergone the training	Not implemented ⁵⁹	Implementation process has not started
4.3.5.1 Customer satisfaction survey is conducted in 1 service provider public agency	Not implemented ⁶⁰	Implementation process is ongoing
4.3.7.1 A training module on CAF is developed and 30 employees of at least 5 service provider agencies have undergone it	Partially implemented ⁶¹	Implementation process is ongoing

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

Output indicators:	Implementation rating:	Implementation status:
4.4.1.1 Methodology and handbook on pricing are discussed with all service provider agencies and approved by them	Partially implemented ⁶²	Implementation process is ongoing
4.4.2.1 Training module on new pricing methodology is incorporated into the curriculum of the Training center and is available for all interested applicants	Not implemented ⁶³	Implementation process is ongoing
4.4.2.2 30 employees of at least 5 service provider agencies have undergone the training on new pricing methodology	Not implemented ⁶⁴	Implementation process has not started

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

Output indicators:	Implementation rating:	Implementation status:
4.5.1.1 Legislative amendment to regulate provision of public e-services is elaborated and submitted to the Government	Partially implemented ⁶⁵	Implementation process is ongoing
4.5.3.1 Feedback mechanisms are integrated into my.gov.ge	Partially implemented ⁶⁶	Implementation process is ongoing
4.5.4.1 Video tutorial on the use of electronic services is available on my.gov.ge	Partially implemented ⁶⁷	Implementation process is ongoing

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

Output indicators:	Implementation rating:	Implementation status:
4.7.2.1 Sensor network monitoring system is implemented in at least 3 agencies	Not implemented ⁶⁸	Implementation process is ongoing
4.7.4.1 Cyber Hygiene training discipline for schools is elaborated	Partially implemented ⁶⁹	Implementation process is ongoing

⁵⁶ The document is yet to be approved.

⁵⁷ Customer satisfaction survey standard was still being developed during the monitoring stage.

⁵⁸ Work on the training module was being carried out during the monitoring stage.

⁵⁹ Trainings on how to conduct customer satisfaction surveys did not take place during the reporting period.

⁶⁰ Customer satisfaction survey was not conducted during the reporting period.

⁶¹ Training of trainers on CAF took place during the reporting period, during which 12 employees of 4 service provider agencies were trained.

⁶² Methodology and handbook on pricing were being developed during the monitoring stage.

⁶³ As of the monitoring stage, training module on new methodology of pricing was not integrated in the Training Center's curriculum.

⁶⁴ Trainings did not take place during the reporting period.

⁶⁵ The package of legislative amendments has been developed, but it is yet to be submitted to the Government.

⁶⁶ Feedback mechanism is yet to be fully activated.

⁶⁷ An interactive assistance module (instructions) has been developed for one service; it is being operated in the test mode.

⁶⁸ Sensor network monitoring system is implemented in LEPL Public Service Development Agency.

⁶⁹ Training materials on Cyber Hygiene is developed. Online trainings of teachers on Cyber Hygiene are being planned.

Challenges, Risks and Recommendations

Challenges

The following challenges that influence the achievement of results envisaged under the Action Plan have been identified during the first two quarters of 2020:

➤ Impact of the Covid-19 pandemic on the implementation of the Action Plan

During the reporting period, coronavirus pandemic and measures directed at halting the spread of the virus had an impact on the implementation of the activities envisaged in the Action Plan. The pandemic led to the reevaluation of both private and public sectors' traditional work environments and introduction of new norms. As a result, the coordination and management system was significantly altered, which, in some cases, had a foreseen negative impact on the implementation of Public Administration Reform activities within the timeframes defined in the Action Plan.

It's noteworthy that due to the pandemic, the achievement of output indicators of certain activities in the **Policy Planning and Coordination** area was impeded and the deadlines set in the Action Plan were not met. In particular, the development of the Instructions for carrying out Public Consultations and its presentation to civil society was hindered. Besides, approval of the annual plan of government policy documents with the government decree and completion of work on the unified electronic system of policy planning and coordination were also delayed. The process of retraining of civil servants in the Regulatory Impact Assessment of legislative acts was also protracted.

In the **Accountability** area work on the new Law of Georgia on Legal Entities of Public Law was impeded, among other circum-

➤ Meeting the implementation deadlines

Underestimation of the workload at the planning stage and, as a result, meeting the deadlines remained a challenge in the first half of 2020 too. This challenge is reviewed in the Secretariat's monitoring reports for 2019.

In the **Policy Planning and Coordination** area, the example of underestimation of the workload and correspondingly, failure to meet the deadlines is the full development, approval and printing of the methodological package regulating the Policy Planning and Coordination system. This activity was supposed to be completed in the 3rd quarter of 2019; however, that activity is still partially implemented as of the end of the 2nd quarter of 2020. Development of the Unified System for Policy Planning and Coordination is also lagging due to the same reason.

Risks

Due to the challenges identified as a result of the monitoring, there is a high risk that some of the activities will not be completed within the timeframes set by the Action Plan. That, in

stances, this delay was caused by a move to online work. Besides, activities directed at elaboration of the new OGP Georgia Action Plan was also impeded. Submission of proposals for the new Action Plan by public agencies, NGOs and international organizations coincided with the declaration of the state of emergency in the country; as a result, the process was significantly impeded. Due to the same reasons, the process of updating of open data web portal and improvement of legal norms regulating freedom of information is also moving slowly.

In the **Public Service Delivery** area, the pandemic also significantly impeded the implementation of such important activities as approval of the Unified Strategy for the creation, delivery, quality assurance and pricing of public services, elaboration of the final versions of the main guidelines and preparation of the corresponding training modules. These processes were mostly moved online.

The global pandemic changed the priorities of the LEPL Digital Governance Agency. The Agency's resources were fully mobilized to further strengthen one particular direction – ensuring that the users could freely use the e-services without leaving their homes. Correspondingly, during the reporting period, a large part of the planned activities remained unimplemented for the Agency.

During the reporting period, the example of the aforementioned matter was the work on the new draft Law of Georgia on Legal Entities of Public Law (the **Accountability** area). Given the importance of the issue, the number of involved stakeholders and amount of work to be implemented, the process took more time than planned. Analysis of the functions and authority of LEPLs had to be prolonged due to the same reasons.

As for the **Public Service Delivery** area, delays in implementation of the main activities were the important challenges for that direction. Activity that was to be completed in the 3rd quarter of 2019 – **submission of the Unified Strategy for the creation, delivery, quality assurance and pricing of public services** is another example of that, – the activity is still partially implemented as of the 2nd quarter of 2020.

its turn, may hinder the achievement of outcome indicators by the end of 2020.

Recommendations

Given the existing challenges and risk analysis, it is recommended that:

- Deadlines defined under the Action Plan are thoroughly reviewed and in case the implementation process is lagging behind, the **new deadlines are set.**
- Responsible agencies resume implementing the **suspended output indicators in a timely manner.**
- The Secretariat is promptly notified about the **delays caused by the spread of the novel coronavirus**, which may impede the fulfilment of the objectives defined under the Action Plan by the end of 2020.

Annex 1

The **Rating** and **status** of the implementation of output indicators as of the 2nd quarter of 2020:

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

Output indicators:	Implementation rating:	Implementation status:
1.1.1.3 Annexes to Policy Planning, Monitoring and Evaluation Handbook (instructions and samples) are elaborated	Partially implemented ⁷⁰	Implementation process is ongoing
1.1.3.1 Relevant 70 civil servants have been retrained in Policy Planning (Monitoring and Evaluation) training module	Fully implemented	Implementation process is completed
1.1.6.1 The Annual Plan of the Government Policy Documents has been approved with the Government Decree	Partially implemented ⁷¹	Implementation process is ongoing

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

Output indicators:	Implementation rating:	Implementation status:
1.2.2.1 Relevant 70 civil servants retrained in Policy (Planning), Monitoring and Evaluation	Fully implemented	Implementation process is completed
1.2.3.1 A document describing business processes of the e-system is developed in accordance with agreed concept	Fully implemented	Implementation process is completed
1.2.3.2 An electronic system (software) has been developed and launched based on the final document describing the business processes	Partially implemented ⁷²	Implementation process is ongoing

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 coordination⁷³

Output indicators:	Implementation rating:	Implementation status:
1.3.1.1 An interim working group is established, composed of representatives of the Council member agencies and technical personnel in order to develop E-portal	Not implemented	Implementation process is suspended
1.3.1.2 The research on best practices is conducted	Partially implemented ⁷⁴	Implementation process is suspended
1.3.1.3 The concept of E-portal is developed and agreed upon by the WG	Not implemented	Implementation process is suspended
1.3.1.4 A document describing the business processes of the E-portal is developed based on the agreed concept	Not implemented	Implementation process is suspended
1.3.2.1 An electronic system (software) has been developed and launched based on the final document describing the business processes	Not implemented	Implementation process is suspended
1.3.2.2 A User Manual of the E-portal is developed	Not implemented	Implementation process is suspended
1.3.2.3 The electronic system functions properly and its technical support is ensured	Not implemented	Implementation process is suspended

⁷⁰ The Annex on carrying out public consultations is not submitted to the Government for its approval.

⁷¹ The final version of the document should reflect the alterations due to the pandemic.

⁷² The system's launch is planned for 2021.

⁷³ In order to properly distribute resources and avoid duplication of activities, the responsible agency will assess the Unified Electronic System of policy planning and coordination and then decide the need for creating an independent system.

⁷⁴ The final version of the research has not been submitted to the PAR Secretariat.

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

Output indicators:	Implementation rating:	Implementation status:
1.4.3.1 50 civil servants (representing the executive branch of the Government) responsible for conducting legal proceedings have been trained in Regulatory Impact Assessment (RIA) of legislative acts	Partially implemented ⁷⁵	Implementation process is ongoing

Objective 2.1: Establish professional development system of professional civil servants at the level of ministries and promote prevention of political influence on managerial positions in the civil service in order to enhance merit-based career advancement and neutrality principles

Output indicators:	Implementation rating:	Implementation status:
2.1.1.1 Professional development plans and reports are analyzed and reviewed by the Civil Service Bureau; shortcomings are identified based on the analysis	Partially implemented ⁷⁶	Implementation process is ongoing
2.1.3.1 Electronic training course on ethics is being piloted	Fully implemented	Implementation process is completed
2.1.6.3 At least 3 public discussions of draft amendments to the law and bylaw have been conducted	Not implemented ⁷⁷	Implementation process is completed
2.1.6.4 Draft law is submitted to the Government	Fully implemented	Implementation process is completed

Objective 3.1: Suggest institutional set-up to the LEPLs covered by the CSL in order to strengthen the principles of economy, effectiveness and efficiency

Output indicators:	Implementation rating:	Implementation status:
3.1.1.1 The List of LEPLs that are categorized according to the Analysis of their functions and authority	Partially implemented ⁷⁸	Implementation process is ongoing
3.1.2.1 New draft law on LEPLs is elaborated	Partially implemented ⁷⁹	Implementation process is ongoing
3.1.2.2 At least 3 public consultations are carried out in order to discuss new draft law	Not implemented ⁸⁰	Implementation process has not started

Objective 3.2: Improve access to open data by strengthening existing mechanisms

Output indicators:	Implementation rating:	Implementation status:
3.2.1.1 Open data portal – data.gov.ge - is updated	Partially implemented ⁸¹	Implementation process is ongoing

Objective 3.4: Raise awareness of civil servants of central government bodies on the Open Government agenda in order to enhance implementation of the Open Government policy principles

Output indicators:	Implementation rating:	Implementation status:
3.4.1.1 Open Government Communication Strategy is elaborated; One component of the strategy focuses on raising awareness of civil servants	Partially implemented ⁸²	Implementation process is ongoing

⁷⁵ Despite the fact that the output indicator has been deemed as “partially implemented” as of the end of the 2nd quarter of 2020, the implementation dynamics are positive, as 50 civil servants should be trained by the end of the 4th quarter of 2020.

⁷⁶ A research aimed at identifying shortcomings is underway, its results will be available at the end of 2020.

⁷⁷ 3 internal meetings have been held, but only the representatives of HR units of public agencies took part in them.

⁷⁸ Conducting the second stage of functional and institutional analysis of LEPLs is planned.

⁷⁹ A draft version of the new draft law on LEPLs has been elaborated, the work on the document is ongoing.

⁸⁰ 3 internal meetings were held only with the representatives of public agencies and NGOs and experts. Besides, final version of the new draft law on LEPLs is needed for implementing this activity.

⁸¹ The feature set of the open data portal has been developed; however, the portal has not been updated.⁸² Draft version of the Open Government Georgia Communication Strategy has been developed, the work on the document continues.

3.4.2.1 Consultations are carried out with the representatives of policy planning and analysis units of the line Ministries, as well as with other units, if necessary, during elaboration of the OGP Georgia's Action Plan 2020-2022	Partially implemented ⁸³	Implementation process is ongoing
3.4.2.2. Public consultations are held during the elaboration of the OGP Georgia Action Plan 2020-2022 in at least 7 regions of Georgia	Not implemented ⁸⁴	Implementation process has not started
3.4.3.1 OGP Georgia's website is created	Fully implemented ⁸⁵	Implementation process is completed

Objective 3.5: Improve existing legislation on the access to information in order to enhance openness, transparency and accountability of the public institutions and ensure its consistent application in practice

Output indicators:	Implementation rating:	Implementation status:
3.5.1.1 The draft law on Freedom of Information is submitted to the Parliament	Not implemented ⁸⁶	Implementation process has not started
3.5.2.1 Handbook for implementation of the norms regulating the freedom of information is developed	Not implemented ⁸⁷	Implementation process has not started

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

Output indicators:	Implementation rating:	Implementation status:
4.1.1.1 Policy document is discussed with all interested parties and submitted to the Government	Partially implemented ⁸⁸	Implementation process is suspended
4.1.2.1 Guideline and instructions on Service Design are developed	Partially implemented ⁸⁹	Implementation process is ongoing
4.1.2.2 Service Design guideline and instructions are presented to the public	Not implemented ⁹⁰	Implementation process has not started
4.1.3.1 Service design training module is integrated into at least 1 Training Center's curriculum and is available for any applicant	Not implemented ⁹¹	Implementation process is ongoing
4.1.3.2 At least 3 employees of all service provider agencies have undergone the training	Not implemented ⁹²	Implementation process has not started

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

Output indicators:	Implementation rating:	Implementation status:
4.2.1.1 Amendments to the law is submitted to the Government	Partially implemented ⁹³	Implementation process is suspended
4.2.2.1 Public Service Delivery handbook and procedures are elaborated	Partially implemented ⁹⁴	Implementation process is ongoing
4.2.3.1 Training module on public service delivery is incorporated into the curriculum of the Training Center and is available for all interested applicants	Not implemented ⁹⁵	Implementation process is ongoing

⁸³ Due to the novel coronavirus pandemic and state of emergency, consultations are held online.

⁸⁴ Public consultations are going to be planned once the draft version of the new Action Plan of Open Government Georgia is prepared. Due to the epidemiologic situation, consultations are going to be held online.

⁸⁵ Open Government Georgia Secretariat, with the support from USAID/GGI, has completed all activities that are necessary for creating the website. The website is going to be presented in September 2020.

⁸⁶ Final version of the draft law on Freedom of Information has not been elaborated, correspondingly, it hasn't been submitted to the Parliament for adoption.

⁸⁷ Adoption of the Law on Freedom of Information is necessary for implementing the activity.

⁸⁸ The final version of Unified Strategy for creation, delivery, quality assurance and pricing of public services has been developed, it is yet to be submitted to the Government.

⁸⁹ Part of instructions needed for service design handbook has been developed, however, the final version of the documents is yet to be prepared.

⁹⁰ Presentation has not taken part during the reporting period.

⁹¹ Service design training module will be available after the final version of the service design handbook is developed.

⁹² Trainings will be available once the service design handbook and training module are prepared.

⁹³ The package of legislative amendments on public services is ready; however, it is yet to be submitted to the Government.

⁹⁴ The work on the document will be finished after the service design handbook is developed.

⁹⁵ Service delivery training module is not developed.

4.2.3.2 30 employees of at least 5 service provider agencies have undergone trainings on public service delivery

Not implemented⁹⁶

Implementation process has not started

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

Output indicators:	Implementation rating:	Implementation status:
4.3.1. The concept and methodology of service index is developed	Fully implemented	Implementation process is ongoing ⁹⁷
4.3.3.1 Customer Satisfaction Survey Standard is developed	Partially implemented ⁹⁸	Implementation process is ongoing
4.3.4.1 Training module on customer satisfaction is incorporated into the curriculum of the Training center and is available for all interested applicants	Partially implemented ⁹⁹	Implementation process is ongoing
4.3.4.2 30 employees of at least 5 service provider agencies have undergone the training	Not implemented ¹⁰⁰	Implementation process has not started
4.3.5.1 Customer satisfaction survey is conducted in 1 service provider public agency	Not implemented ¹⁰¹	Implementation process is ongoing
4.3.7.1 A training module on CAF is developed and 30 employees of at least 5 service provider agencies have undergone it	Partially implemented ¹⁰²	Implementation process is ongoing

Objective 4.4: Ensure quality assurance of public services through the implementation of the Common Standard for Quality Examination and Improvement

Output indicators:	Implementation rating:	Implementation status:
4.4.1.1 Methodology and handbook on pricing are discussed with all service provider agencies and approved by them	Partially implemented ¹⁰³	Implementation process is ongoing
4.4.2.1 Training module on new pricing methodology is incorporated into the curriculum of the Training center and is available for all interested applicants	Not implemented ¹⁰⁴	Implementation process is ongoing
4.4.2.2 30 employees of at least 5 service provider agencies have undergone the training on new pricing methodology	Not implemented ¹⁰⁵	Implementation process has not started

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

Output indicators:	Implementation rating:	Implementation status:
4.5.1.1 Legislative amendment to regulate provision of public e-services is elaborated and submitted to the Government	Partially implemented ¹⁰⁶	Implementation process is ongoing
4.5.3.1 Feedback mechanisms are integrated into my.gov.ge	Partially implemented ¹⁰⁷	Implementation process is ongoing
4.5.4.1 Video tutorial on the use of electronic services is available on my.gov.ge	Partially implemented ¹⁰⁸	Implementation process is ongoing

⁹⁶ Trainings did not take place during the reporting period.

⁹⁷ The document is yet to be approved.

⁹⁸ Customer satisfaction survey standard was still being developed during the monitoring stage.

⁹⁹ Work on the training module was being carried out during the monitoring stage.

¹⁰⁰ Trainings on how to conduct customer satisfaction surveys did not take place during the reporting period.

¹⁰¹ Customer satisfaction survey was not conducted during the reporting period.

¹⁰² Training of trainers on CAF took place during the reporting period, during which 12 employees of 4 service provider agencies were trained.

¹⁰³ Methodology and handbook on pricing were being developed during the monitoring stage.

¹⁰⁴ As of the monitoring stage, training module on new methodology of pricing was not integrated in the Training Center's curriculum.

¹⁰⁵ Trainings did not take place during the reporting period.

¹⁰⁶ The package of legislative amendments has been developed, but it is yet to be submitted to the Government.

¹⁰⁷ Feedback mechanism is yet to be fully activated.

¹⁰⁸ An interactive assistance module (instructions) has been developed for one service; it is being operated in the test mode.

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

Output indicators:	Implementation rating:	Implementation status:
4.7.2.1 Sensor network monitoring system is implemented in at least 3 agencies	Not implemented ¹⁰⁹	Implementation process is ongoing
4.7.4.1 Cyber Hygiene training discipline for schools is elaborated	Partially implemented ¹¹⁰	Implementation process is ongoing

Annex 2

Status Report on the implementation of Public Administration Reform 2019-2020 Action Plan (as of the end of the 2nd quarter of 2020)

¹⁰⁹ Sensor network monitoring system is implemented in LEPL Public Service Development Agency.

¹¹⁰ Training materials on Cyber Hygiene is developed. Online trainings of teachers on Cyber Hygiene are being planned.



ევროკავშირი
საქართველოსთვის

The European Union for Georgia

This report has been produced with the assistance of the European Union, in the frame of the EU project “Support to Public Administration Reform in Georgia”. Its contents are the sole responsibility of AOG and do not necessarily reflect the views of the European Union
