

Public Service Development Strategy

2022-2025

Tbilisi

2022

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Executive summary

The Strategy lays out the current state of play in the design and delivery of public services; highlights the areas that require improvement and offers a strategic vision for the development of a unified approach to the design and delivery of public services in Georgia. Although services are provided effectively in the country and substantial efforts are made towards the introduction of one-stop-shop model, there is still the room for improvement for the efficient delivery of some public services to customers. The strategy sets out the four areas of service delivery, namely, design, delivery, quality assurance and costing. A special emphasis is placed on the necessity to introduce a unified approach in the abovementioned four areas in all entities providing public services, as it will increase the efficiency of the service delivery system in the country. The strategy reviews the issues such as the renewal of the process of service design and delivery, control of service quality (including organizational self-assessment) and determination of the service costing; a unified approach is proposed for public service providers in order to enable public entities to improve the process of design and delivery of services with a proactive involvement of customers. The document also identifies the objectives that service providers are recommended to fulfill in order to improve the quality of services. The document highlights the difference between the design and the delivery of services; it also underlines the importance of data collection and storage for a one-stop-shop delivery of more customer oriented and effective services.

Documents attached to the strategy are provided as the following annexes:

Annex №1	Action Plan for 2022-2023
Annex №2	Budget of Strategy Action Plan for 2022-2023
Annex №3	Passports of Strategy Impact and Outcome Indicators
Annex №4	Summary Report of Public Consultations
Annex №5	Public Consultations notes report
Annex №6	Designing Public Services through Design Thinking
Annex №7	Description of Guidebook on Customer Satisfaction Survey
Annex №8	Description of Guidebook on Common Assessment Framework (CAF)
Annex №9	Description of Guidebook on Public Service Delivery
Annex №10	Description of Guidebook on Calculating Prime Cost
Annex №11	Description of Methodology of Public Service Quality Index

Definition of terms as used in this document

- **Activity based costing (ABC)** – an accounting system focused on the activity of service provider in planning public services;
- **Back office** – an office where the core administrative activity of an agency is performed, opposite to front office (operator) which directly interacts with customers;
- **Electronic service** – delivery of public services through electronic means, pursuing the primary aim to save time and money of customers and service providers. Electronic delivery of services echoes the principles of transparency, prevention of corruption and access to services within public administration;
- **One-stop-shop** – a model of service delivery whereby various public services or multiple services of a single administrative body providing public services are rendered within one space; the model is based on the cooperation and procedural integration of back office and front office. A back office is in charge of technical expertise when designing services whereas a front office is responsible for effective and timely service delivery to customers;
- **Digital by default** – design of services in digital form and delivery of those services to customers in comfortable, user-friendly and accessible ways;
- **Front office (operator)** - main administrative office that directly interacts with customers (primarily to receive applications and issue ready documents, also, provide consultation services);
- **Outsourcing** – a practice of hiring an outside natural person or legal entity to perform a certain type of work, in order to save and effectively manage resources;
- **Once only** – a concept ensuring that citizens, businesses or administrative bodies supply the data and information to a provider only once instead of multiple times;
- **Mixed partnership models** – mutual cooperation between public and non-public sectors (Public-Private Partnership, Public-Private-People Partnership, Public Service Mutual), individually with each of them and jointly with all of them;
- **Public service** – a form of administrative body's activity designed to meet a lawful demand of a stakeholder, where to provide free or/and paid services, an administrative body processes and issues, in physical or electronic form, information/document available to the agency or requested from another administrative body. A service shall be the issuance of a document physically or/and electronically in the form of hard/soft copy. A service may be the activity of

that administrative body which supplies requested information to another administrative body regardless of whether it is in direct communication with a stakeholder or not; also, admittance (registration) of a customer's application for a service and issuance of a final product. A public service will be the supply of information, provision of consultation, conduct of training, rendering of social service (including, provision of monetary or other type of assistance, etc.);

- **Beneficiary of public service** (hereinafter referred to as the customer) – physical persons, Georgian and foreign citizens, also stateless persons and legal entities of private or public law, that can obtain public services in accordance with the established rule;
- **Administrative body providing public service** – an administrative body that delivers service to meet a lawful demand of a stakeholder;
- **Public Service Quality Index** – concerns the process of design and delivery of public services and offers criteria for effective monitoring of the quality of public services from organizational as well as customer perspective;
- **Public-Private Partnership (PPP)** – a long-term partnership with, at least, one public, nongovernmental or private organization for the delivery of services. The partnership aims to realize a substantial synergistic effect which could not have been achieved so effectively without the involvement of a private partner;
- **Public-Private-People Partnership (PPPP)** and **Public Service Mutual (PSM)** – the partnership between public and private agencies for the delivery of public services. As a rule, such partnership involves a social element in public services;
- **Service costing** – calculation of prime cost of a service;
- **Design thinking** – a method of designing public services, which helps service providers design services in close cooperation with customers taking into account customer experience. Prototyping, piloting and “learning while designing” are integral parts of design thinking methodology;
- **Common Assessment Framework (CAF)** – a scheme of quality performance of institutional and public services. It helps public agencies in organizational planning and improvement which also includes the enhancement of service delivery processes and orientation on customers.

Introduction

Over the past years, the government of Georgia has implemented deep and comprehensive reforms to improve the delivery of public services in various administrative bodies that provide public services. The effectiveness and viability of administrative bodies providing public services in Georgia has notably improved by implementing a number of reforms, including: decreasing bureaucracy and establishing organizations that are separated from legislative and public administrative bodies, granting managerial and financial independence to them, building their institutional capacity, designing and delivering innovative public services. A customer-oriented and timely delivery of these services has already become synonymous with successful reforms. The use of practical managerial experience of private sector in the public sector has further increased competition in seeking alternative and less costly ways of service design or delivery by public service provider bodies. That led to a substantial enhancement of the state capacity in delivering customer-oriented and timely services.

Nevertheless, a huge difference between common guiding approaches to service delivery and the practice is still observed in various bodies, hence fast pace of reforms has not equally affected all service providers. As a result, while on the one hand, impressive changes and improvements are seen in a number of areas of public services, on the other hand, increasing challenges are faced by those providers that were not properly engaged in the reforms. **The above-described disparity in the experience of service delivery created a need for the development of a common strategy that rests on unified approaches and aims at introducing a common practice of service delivery in the country.**

The Ministry of Justice of Georgia, the Ministry of Internal Affairs of Georgia and the Ministry of Finance of Georgia along with the agencies subordinated to them are the leaders in the delivery of reliable public services. LEPL Public Service Hall and Community Centers, also, LEPL Service Agency of the Ministry of Internal Affairs of Georgia, LEPL Revenue Service of the Ministry of Finance of Georgia and LEPL National Agency of State Property of the Ministry of Economy and Sustainable Development of Georgia represent a driving force in providing customer-oriented services. The aforementioned administrative bodies apply modern technologies, properly manage revenues and act in coordination with one another in order to maintain a high quality of service delivery in the country.

It is worth to note that the need to modernize and expand public services for their effective delivery to customers is reflected in the country's Basic Data and Directions Document (BDD) for 2021-2024; the Government Program 2021-2024 "Towards Building a European State;" also the Association Agreement between the European Union and the European Atomic Energy Community and their Member States, of the one part, and Georgia, of the other part (Article 4 "Domestic Reform").

The goal of the strategy is to define an operational framework, also, to propose sustainable mechanisms in and unified approaches to the service design, delivery, quality assurance and costing in Georgia with the aim of delivering quality, easily accessible, timely and customer-oriented public services.

It must be noted that this strategy does not extend to services related to state sovereignty, including defence and security, system of preventing and responding to offences for the protection of public safety and order, and services existing in civic safety sphere as well as services related to the national currency. Furthermore, specifics of a service shall be taken into consideration when introducing the principles/approaches defined in the strategy.

The strategy document was developed in consultation with a working group¹ on the public service delivery set up within the scope of Public Administration Reform Council. The process was carried out in several stages. At the initial stage, the group drafted and approved the concept and key principles of design and delivery of public services; the second and third stages included a baseline assessment and analysis of public services; the fourth stage was dedicated to the development of the strategy. Guidelines for the public policy development and analysis have been used to review best practices of public service design and delivery, also, to identify unified approaches to quality of services and mechanisms of distribution of services; moreover, this strategy rests on the guidelines for policy planning, monitoring and evaluation approved under the ordinance of the government of Georgia №629 of 20 December 2019. On the fifth stage of the strategy development, a discussion of the strategy document on the public service design, delivery, quality assurance and costing was held within the working group for public service delivery with a view to identifying possible improvements of the document and broadening the discussion about the strategy.

Public consultations were conducted with civil society organizations to ensure inclusiveness and involvement of stakeholders in the development of this strategy. In the course of development of a common strategy on the design, delivery, quality assurance and costing of public services, consultations were held with stakeholders to ensure their engagement. A process of consultations began on 15 November 2019 and ended on 15 February 2020.

Description of the process of public consultations, including a detailed information about accepting or rejecting received opinions, is provided in annexes to the strategy document (Annex №4 “Summary Report of Public Consultations” and Annex №5 “Public Consultations Notes Reports”).

¹ The working group includes representatives of service providing agencies.

Situation analysis

Georgia has achieved a substantial progress in developing and improving the delivery of public services. The country has become exemplary within and beyond the region in terms of rendering customer-oriented public services, which is proved by a great interest of foreign countries towards the Georgian experience. In this regard, it is worth to note the success of public agencies falling under the Justice Ministry of Georgia, which was acknowledged at the international level too.²

Apart from public agencies operating under the Justice Ministry of Georgia, the activity of the LEPL Service Agency of the Ministry of Internal Affairs of Georgia is also noteworthy, which has a service delivery supervision unit. LEPL Service Agency of the Ministry of Internal Affairs of Georgia is a well-established organization in terms of control and monitoring of service quality, which facilitates risk prevention and adequate response to challenges.

Years of reforms implemented in the country yielded positive results in terms of leading agencies whose services are easily accessed and fully tailored to customer needs; this was appreciated in the World Bank's Ease of Doing Business Index ranking Georgia the 7th in the world, according to 2020 data.³

Current models of service delivery in leading agencies are distinguished for particular characteristics. A tight link between the service providing agencies ensures the easy access to services and comfortable service owing to the streamlined exchange of information among the agencies. Yet another distinguishing feature of Georgian service delivery model is a clear separation of functions among front and back offices. This is an obvious example of effective cooperation between agencies that facilitates increased access to services for customers. One should also note a successful one-stop-shop model of LEPL Public Service Hall and Community Centers, where alongwith the services of the Ministry of Justice of Georgia services of other agencies are provided under one roof.

On the other hand, number of back offices successfully tackle risks related to information technologies (IT). LEPL Public Service Development Agency, LEPL National Agency of Public Registry, LEPL Service Agency of the Ministry of Internal Affairs of Georgia and LEPL Revenue Service of the Ministry of Finance of Georgia have a reliable IT infrastructure, which

² Based on the experience of Georgia and using the example of Public Service Hall and community centers, Serbia opened service centers in 2019.

³ The World Bank discontinue the practice of issuing this index.

<https://www.worldbank.org/en/news/statement/2021/09/16/world-bank-group-to-discontinue-doing-business-report>

often becomes the basis of successful interagency cooperation. The aforementioned is an invaluable experience for other agencies that have been gradually uptaking new approaches.

The abovementioned leading agencies have a well-established practice of analysis of business processes and change management, which is often characterized with a customer-oriented approach and continuous improvement of processes.

Despite success stories of service design and delivery across the country, certain shortcomings in this process still remain a challenge. To gain a deep understanding of the mentioned challenges and the practice existing in the country, a baseline study was carried out. Based on the findings of this study the main problems were identified and thereafter, the root causes of these problems were analyzed.

Upon the request of the working group on the delivery of public services, the evaluation team was, within the scope of baseline study, tasked to: 1) assess the design, prices, quality and delivery model of existing services in Georgia and identify shortcomings of the system and best practices; 2) develop strategic recommendations to eliminate barriers to the delivery of public services in the country.

In close cooperation with the working group, the evaluation team developed a methodology, which divided the process into four stages. The first stage included the desk research, while the second stage involved field works (including face-to-face interviews and focus groups); on the third stage, the team analyzed the data collected through desk research and field works; the fourth stage envisaged the synthesis of data and reporting. Methodology and evaluation tools were created as an analytical mechanism for drafting the strategy with the aim to tackle challenges of public service in Georgia and to draw up recommendations.

Upon the request of the research team before the start of field works, the public service working group provided, in accordance with the methodology framework, relevant documents for the analysis of six elements⁴ of public service delivery system. The working group also provided a list of three categories of services⁵ with the aim of selecting the services to be analyzed during the evaluation. From the provided list, the team selected five most demanded, five complex and five transversal public services rendered by 12 public agencies.

⁴ Service delivery elements are: 1) legal structure of administration and services, 2) system of financial management of services, 3) administrative and procedural aspects of services, 4) HR and IT aspects of service design and production, 5) management of service implementation, 6) sustainability and compliance of services with strategic management.

⁵ Services are categorized as follows: 1) most demanded public services, 2) most complex (institutionally converging), 3) most transversal (that does not exceed administrative boundaries (back office provides service to back office or back office provides service to front office)).

As a result of joint work of the evaluation team and focus groups, from those initially selected public services, consolidated module for 11 services from nine agencies was developed

The baseline study of public service providing agencies revealed the key challenge in the sector of public service delivery, namely: **uneven development of public service providing agencies that affects the quality and delivery of services. For its part, this is caused by the absence of unified approaches to the design, delivery, quality assurance and costing of services.**

Furthermore, the study revealed the absence of a unified approach that would enable administrative bodies providing public services to benefit from mixed public service delivery models and undertake adequate responses from the perspective of structural optimization and management of institutional change.

It should also be taken into consideration that few shortcomings in service design and delivery were identified in the Public Administration Reform Roadmap 2020 (PAR Roadmap 2020). In particular, a unified legislative framework has not been adopted, the monitoring of service quality lacks uniformity and regularity; a thorough and sustainable internal monitoring and service accountability practice has not been established. Furthermore, the process of designing public services is unstructured. Costing is chaotic and lacks a unified pricing methodology. Such shortcomings impede the progress of administrative bodies providing public services, although they are capable of ensuring access to high quality, customer-oriented, timely and responsible service for all customers throughout Georgia.

The root causes of problems are the following:

- **Lack of clear definition of public services in the legal framework**

A legal framework is defined for each service provider; an incomplete list of services is approved, because agencies lack a legal mechanism to correctly grant a status of service to this or that activity, also, to have an understanding of what is implied under electronic public service and, consequently, improve their services and the quality of their delivery in accordance with unified approaches to public service design, delivery, quality assurance and costing;

- **Irregular and unstructured framework of design, delivery and monitoring of services**

The baseline study showed that many public services in Georgia are delivered by administrative bodies, which are also known as legal entities of public law (LEPL). When delivering services, these LEPLs often apply various tools to meet the goals of target groups and organizations and cooperate with nongovernmental or private sectors, for example, commercial banks. Public services are mainly designed in back offices and delivered by front

offices. Tools applied by back offices and front offices may be divided into two categories. Tools belonging to the former category may be defined as old or initial tools of public service because they imply a simple and straightforward service delivery: a product, price and place. The latter category of tools is more advanced, with business processes separated and includes people, process and physical facilities. However, these tools are used sporadically because LEPLs lack structured approach to the design, planning and delivery of services. The management of these agencies use these tools in the process of service design, but without a structured or administrative approach. Therefore, there are a number of structural and procedural characteristics in the design and delivery of services. This poses a challenge to many administrative bodies providing public services in maintaining a common document with clearly defined service delivery procedures. Advanced service providers care about customer satisfaction and spend substantial resources on its assessment, though there are agencies that still lack knowledge and experience in initiating external evaluations of customer satisfaction. In general, service providers carry out the monitoring of public services, but many of them do not maintain/draw up a joint document of procedures and performance indicators in a written form. Apart from the monitoring, the baseline study showed that service design and delivery practices are not standardized and documented in the entities and these processes are not structured. Despite achievements in a number of areas, administrative bodies providing public services fallshort of best practices of public service design, delivery and monitoring. Such approaches are particularly problematic when the government channels its efforts towards the introduction of one-stop-shop principle for private/business customers.

- **Lack of experience and relevant resources for ensuring management and delivery of services**

Some entities lack sufficient experience, as well as competent staff who would ensure effective management of services and establishment of a unified approach for improved service delivery at national and local levels. Furthermore, they lack that technical-material basis or/and time or financial resources for the delivery of certain services, which may be available among representatives of other sectors (nongovernmental or/and private sector).

It is a challenge for certain entities to find alternative and less costly ways of service delivery and therefore, they require more resources to deliver a service. The majority of administrative bodies delivering public services do not have sufficient information and do not, accordingly, apply mixed methods of service delivery.

- **Absence of unified approach in designing and delivering of electronic public services**

A huge difference is observed among administrative bodies in terms of availability and application of electronic services; this, along with a non-uniform practice of data sharing, indicates the need for a substantial improvement in this area. Due to absence of unified approach to harmonization and synchronization of e-services, there is an overlap in efforts and

tools undertaken by public entities for the development of e-governance (for example, creation of business processes and analytics at the stage of digitalization of services), which further widens the gap in the development of e-services between the central and local levels. Without a unified approach, public entities will not be able to properly manage increasing “digital differences” in the country.

- **Lack of strong and effective research, development and innovation culture**

The baseline study showed that the service providing entities do not have a functional unit that would be able to research the underlying reasons of why some services work successfully whereas others cannot operate properly. Those entities, where such units exist, lack personnel and finances. When such functions are not prioritized, it negatively affects innovation and development in many entities operating in Georgia.

Service providers cannot effectively generate and share information and data on the public service design and delivery. Without a relevant research and development unit, it is difficult for service providers to determine and organize public services, conduct relevant research or propose facts-based changes.

- **Improper institutionalization of services for persons with disabilities (PWD)**

The situation analysis revealed the absence of unified approaches and strategies in service delivery that would ensure equal opportunities for PWDs to use services. In the absence of legal obligation, the entities try to tackle this issue in a less structured and informal ways. Although some service providers consider this issue when delivering public services, but there is not a unified and institutional approach to the delivery of services to PWDs. Nor is this issue integrated into the design and delivery of public services on a day-to-date basis. Hence, administrative bodies providing public services fail to properly consider social aspects in the delivery of services. Thus, public services are delivered with the same approach and form to people with different needs.

- **Uneven provision of information about public services to representatives of ethnic minorities**

Some administrative bodies providing public services take into account interests of representatives of ethnic minorities in the process of designing and delivering services; however, the majority of them do not have a unified approach for providing an effective service to the aforementioned groups and meeting their concrete needs, including a language barrier. Therefore, service providers fail to ensure an equal access to all people who want to obtain such services; this has an adverse effect on the access to services and customer satisfaction.

- Absence of service costing practice

There is no formalized practice of service costing. This does not affect the capacity of administrative bodies providing public services to monitor expenses and prepare respective reports, but it limits their capacity to predict and evaluate financial risks. Consequently, the entities do not have information about the prime cost of their services, which is a hindrance to a proper planning of a budget, analysis and optimization of expenditures, elimination of losses and increase of efficiency; it also impedes a decision-making process, which implies the endorsement of decisions concerning the determination of prices.

It is noteworthy that the areas envisaged in the strategy match the objectives defined in the action plan for 2019-2020 of the Public Administration Reform. Consequently, a number of activities matching this strategy have already been implemented in 2020-2021; in particular:

- Methodological guidebooks have been developed in all the four areas of the strategy: 1) public service design; 2) public service delivery (with three annexes: a) notation of business process modelling; b) research of mixed models; c) consideration of disabilities by service providing agencies); 3) customer satisfaction survey; 4) common assessment framework; and 5) costing of public services;
- Based on all the five guidebooks in the four areas, training modules have been developed and introduced in the LEPL Training Center of Justice of Georgia under the Ministry of Justice of Georgia;
- Training of trainers have been conducted in each of the four areas; up to 400 representatives of public service providing agencies have been retrained;
- A methodological concept of public service index has been developed;
- A model of common assessment framework (CAF) has been introduced in two pilot entities (LEPL Public Service Hall of the Ministry of Justice of Georgia and the Patrol Police Department of the Ministry of Internal Affairs of Georgia);
- A study into the best practices (national and international) of mixed models of public service delivery (PPP, PPPP and PSM) has been carried out.

Consequently, the action plan for 2022-2023, presented as an annex to the strategy, is based on the above-listed implemented activities.

Vision, goal and objectives of the strategy

Public service providing agencies design and deliver high-quality public services in accordance with unified approaches

The strategy was preceded by drafting the public service concept, which set out the key principles and values that served as the basis for the development of unified approaches and procedures in public service design, delivery, quality assurance and costing. To achieve desired results, it is necessary to apply unified approaches to the processes related to public services. With the aim of ensuring unified approach, each strategic area provided in this document rests on the following key principles:

Principle 1: Customer orientation through co-creation. Customers' needs, expectations and perceptions must be in the center of public service design and delivery processes. Service providers must strive to continuously study the ever-changing needs of customers. Increasing evidence proves that public services are more effective when customers engage in their design and delivery. The concept of co-creation implies a joint design and delivery of services. This principle, along with the principles of design thinking and human-oriented services, starkly differs from more rigid, hierarchical methodologies of design and control of public services. A process of co-creation requires from service providers to look at various factors in service delivery from the perspective of customers, in order to make this process as simple and convenient as possible.

Principle 2: Quick feedback cycle. Since it is considered necessary to engage customers at every stage, public agencies must set the tools for continuous collection of customer feedback and the procedures of quick response. This system should facilitate both the establishment of positive feedback cycles and best practices and the eradication of problems causing negative feedback cycles. This may be a contributing factor to increasing the benefit and effectiveness of public services in ensuring public service delivery, which can be achieved by setting minimal demands.

Principle 3. Accountability. Accountability is a foundation of good governance where agencies/individuals assume responsibility for the actions, decisions and failures, react to criticism in a constructive manner in order to perform their professional duties and rectify mistakes. A responsibility of public service providers and civil servants is to present justifications of their decisions and actions to any stakeholder from a political, judiciary and social systems as well as a supervision institution. Public service providers must be subject to both horizontal (on the part of other public agencies) and vertical (on the part of citizens, mass media and civic organizations) accountability.

Principle 4: Transparency. The principle of transparency means clarity of work performed by public agencies/servants, openness in decision-making and effective communication with all stakeholders. This also means ensuring provision of all new, accurate and complete information available to administrative bodies in a timely manner and public access to that information for customers in a user-friendly manner.

Principle 5: Confidentiality. Public service providing entities and civil servants shall protect personal data and respect privacy of customers in accordance with the confidentiality law and even beyond it. Due consideration must be given to the above-mentioned principles in designing public services.

Principle 6: Equal access and non-discrimination. Within the strategy, an equal access to high-quality public services must be ensured for all customers regardless of their place of residence, race, sex, ethnic, religious or political belonging, social status, disability, age or sexual orientation. The aforementioned high-quality public services will be based on universal design and the principle of reasonable adjustments. To ensure a broad availability of these services, public service providing agencies must increase the use of technologies to the maximum extent in order to ensure, where applicable, a digital access to public services and adjustment of delivery of services to the needs of various groups (PWDs, elderly customers, ethnic minorities, etc.).

Principle 7: Flexibility (timelessness and capacity of adaptation). In the public sector, the notion of flexibility, which originated in the private sector, implies the decrease in bureaucracy and simplification of operations with the aim of increasing the benefit to customers to the maximum extent. Flexible public agencies and services are fast, easily adaptable to changing environment and responsive to dynamic needs of organization and its customers. A timely delivery of services is yet another important aspect of flexibility, which is used as the indicator of responsiveness in evaluating customer satisfaction.

Principle 8: Corruption-free. A corruption-free approach to public services implies the use of proactive and preventive measures to eliminate corruption. Such measures include the creation of mechanisms and regulations minimizing and preventing possibilities for corrupt behavior.

Principle 9: Digital by default. A rapid advancement of IT technologies as well as increased digitalization of customers' and agencies' work has changed the expectations on the delivery of public services and exposed the need for the introduction of innovative services. The principle "digital by default" means that administrative bodies intensively use IT technologies and every new public service, along with a material form, is provided in a digital form. Therefore, service delivery channels diversify. Even more, this principle aims to gradually digitalize existing services, broaden the choice for customers and meet their special needs

(including the need to save customers' resources). It should be noted that when introducing this principle, on the one hand, capabilities of service providers, expediency and relevance of the issue, and on the other hand, the preferences of service customers and the skills of using digital technologies should be taken into account.

Principle 10: Once only. A public service providing agency must ensure that customers provide the same information to the respective public organization only once. Public agencies, if permitted, may repeatedly use the collected data within the scope of their activity in accordance with the personal data protection law and the principle of confidentiality. The only once principle also envisages the setting up of a single contact point (one stop-shop), where possible, without creating an additional burden for public service consumers. The same principle applies to digital services delivered by the government; i.e. all relevant electronic services that may be grouped must be accumulated within one shared portal (alternative channels, such as public provider's webpage, may be simultaneously maintained). The introduction of the only once principle will spare a customer from submitting the information that has already been supplied once.

Principle 11: Cost-benefit and cost efficiency. Cost benefit and cost efficiency are the key indicators of public sector performance. The Cost benefit is the relation between the production costs (or resources) and the output (or short-term quantitative aims); cost efficiency is the relation between the production costs and intermediate and final outcomes or to long-term objectives to be achieved. In the public service delivery sphere, both of them mean achieving an excellent quality and high level of customer satisfaction by means of finding the least costly alternatives.

Principle 12: Availability of prime cost calculation methodology. This principle implies the development of a unified methodology for calculating the prime cost of public services. It will enable a better calculation and planning of cost of all services, simplify pricing-related decisions, analysis and optimization of costs, eliminate losses and improve efficiency, and support other operational decisions. The aforementioned implies the consideration of economic and social factors, such as general living standards in the country, when pricing public services so as to maximally increase the access to public services for customers (selective pricing mechanisms may be introduced for socially vulnerable groups or for less costly digital services). In the aforementioned case, different types of pricing models may be deemed acceptable for the adjustment to special needs and service provider's specific circumstances.

Principle 13: Continuous improvement. This principle implies a continuous improvement of internal organizational processes and procedures also, continuous upgrade of personnel's qualification in order to design and deliver better public services to customers. The implementation of this principle requires the establishment of cooperative organizational culture: rewarding and stimulating initiatives; channeling the talent of all employees towards

proactive performance in order to identify areas of improvement; fostering the establishment of best practices. It is necessary to promptly involve customer feedback in the process because the continuous improvement of public services must be in line with customer demands.

Principle 14: Excellence of quality. Quality involves various aspects of organizational action, for example: public services need to comply with quality approaches set in advance and stable financial management. This approach implies the reduction in the intensity of mistakes, fast response to rectify mistakes in order to raise the level of customer and employee satisfaction.

Principle 15: Cooperation. Public agencies delivering public services must closely cooperate to exchange knowledge, experience, information and resources to ensure harmonization and coordination of their activities, to reduce/avoid overlapping of efforts and to increase productivity and efficiency of their operations so as, to achieve excellence in the delivery of public services.

Principle 16: Partnerships. Public agencies delivering public services must make efforts to establish strategic relations and mutually beneficial partnerships private sector, international and national noncommercial organizations, at various levels of governance, in order to share knowledge, skills, information, technology, infrastructure and implement joint projects. Public agencies must involve main partners in the design of new services and improvement of existing services.

Principle 17: Evidence-based decision-making. Public agencies must, as far as possible, design, deliver, price and assure the quality of public services based on data analysis and accurate data. This requires a systemic collection, processing and analysis of information. Evidence-based approach can be used in identifying customer needs/demands for new public services, obtaining customer feedback on existing services, identifying the most demanded services, using resources in an optimal way, calculating the prime cost and determining the prices, improving employees' productivity and in many other areas.

An effective, accountable and transparent framework of public service delivery was formed in the light of the above listed principles. This framework will facilitate a timely and inclusive creation of customer-oriented, fast, high quality and reliable public services, which will be delivered by institutionally strong, and socially responsible administrative bodies providing public services.

The introduction of a common strategy on service design, delivery, quality assurance and costing will result in increased access to services delivered by agencies across the country, thereby ensuring effective and transparent delivery of services at all levels. The strategy will improve the openness, accountability and customer-oriented approach of agencies. Services will be designed and delivered with a direct involvement of customers and based on the

analysis of their needs, which, in turn, will ensure an effective spending of financial resources and boost the trust of customers towards the developed services. It is also noteworthy that a continuous improvement of the quality of services and the introduction of unified costing approaches will help agencies improve existing services and costing of the mentioned services.

Public services will be equally accessible to all customers through physical, electronic and other innovative means. Their delivery will be ensured without discrimination and in a customer-friendly environment.

The approaches presented in the strategy and guidebooks developed within the scope of the strategy are recommended for local self-governments too. Furthermore, when working on the areas of service design, delivery, quality assurance and costing, the needs identified during the study of local self-government services were taken into consideration.

As regards the legislative changes in the areas of service design, delivery, quality assurance and costing, it may be reasonable to initiate amendments to the General Administrative Code.

The Principles of “Support to the Improvement in Governance and Management”, of a joint initiative of the Organisation for Economic Co-operation and Development and the EU (OECD/SIGMA), will be considered while creating customer-oriented, quality and easily accessible services; respective measures will be undertaken to introduce these principles in the delivery of services. All these will be further enhanced by Public Value Management and design thinking, so as to guide public service providers in Georgia towards the new service approaches.

Implementation of this strategy will have a positive impact on the design and delivery of public services both at central and local levels. Administrative bodies providing public services will adopt unified approaches to the design and delivery of services, which will build a solid basis for continuous involvement of customers and other stakeholders in the process of service design and delivery.

The public service design, delivery, quality assurance and costing strategy consists of one goal which includes four objectives. The objectives have corresponding directions and outcomes. These objectives are detailed in the chapters below.

Development of public services in the country through introducing unified approaches

The goal of the strategy is to develop public services in the country through introducing unified approaches. This implies the introduction of common principles and guidelines in the design, delivery, quality assurance and costing of services (for example, once only principle, one-stop-shop principle, etc.) within the agencies delivering public services.

1. Public Service Design

When planning, designing and developing public services in an innovative and inclusive ways, administrative bodies apply the design thinking approach. It is a sort of guiding principle in relation to the aspects such as: the use of relevant research methodology, data collection and analysis, involvement of target audience and society in the process (which creates an opportunity for joint activity in the process of public service design), also, piloting of a service prototype and preparing it for the application in a real situation.

Objective 1.1: To ensure the consideration of customer's needs in the process of public service design.

Directions envisaged under the objective 1.1:

Introduction of design thinking methodology for an effective participation of customers, society at large and nongovernmental organizations in the public service design.

It is important to introduce and adopt the abovementioned approaches in order to enable administrative bodies providing public service start using the “design thinking” in the process of designing services. Design thinking tools will help administrative bodies providing public service purposefully involve actors outside the public sector; this has a huge potential, in particular, enhances the capacity to efficiently plan public services. A special emphasis in involving customers in service design is placed on those groups who may contribute to a higher degree of openness, accountability and feedback between service providers and customers. There is a need to introduce the processes that enable nongovernmental or other organizations to interact with public service providers and local self-governments. Such design thinking method will help service providers, nongovernmental agencies and natural persons jointly evaluate challenges in service design, also effectively plan, find innovative solutions and promote them; this can be achieved by building their capacities to communicate their demands, preferred options and ideas in a concise and consistent manner.

However, the methodology, taken separately, can only facilitate a joint creation and cooperation; to obtain the best result, participants in this process must also improve their capacities to make their meaningful and constructive contribution to discussions about the design of public services.

Identification of administrative barriers and reengineering the process to overcome them

Providers of public services must plan their services so that to meet demands and expectations of customers and at the same time, reduce the administrative burden. Reduction of administrative burden, which is often known as the reduction of bureaucracy, must be a guiding principle for public service providers in order to improve the entire chain of development of services.

For an effective and predictable management of public services, the regulations that determine as to what type of documents are needed, what needs to be double-checked and what would be a further response must be subject to a regular review and modification. It is acknowledged that the reduction of administrative burden is especially important in the one-stop-shop model of public service delivery. Compatibility of business processes in the back office and front office is important for service providers in order to limit frequent changes to procedures and give the service design or delivery a more predictable and constantly reliable form.

To reduce costs, administrations must understand, manage and improve internal operational processes in back offices and the environment for customers in front offices.

Administrative bodies providing public services must know that the design and delivery of services rest precisely on the abovementioned processes. They must turn necessary resources into an action aimed at delivering services properly. Providers must not spare effort for bringing all these operations into one process, thereby easing the access to services for customers. This implies issues related to back and front offices, among which IT technologies and a compatible operation of systems play a decisive role in Georgia. Public service providers must be able to renew and optimize existing processes in order to improve customer experience in interacting with administrations, also to arrange processes in back offices so that to make service delivery as customer-oriented as possible. This can be achieved through a joint design of services, i.e. through working with end customers in order to find new or better solutions and ensure cooperation among various administrations.

Public service design on the basis of informed decisions, research of evidence and comprehensive data analysis

In designing quality services, administrative bodies providing public services face challenges in terms of effective cooperation between customers and other stakeholders; one of the reasons of that is lack of knowledge about issues related to IT technologies. This is further complicated by difficulties related to the identification and use of data that is already generated and available. Service providers often process large amounts of data in various formats, but since this data is not properly interpreted, they fail to effectively use them in designing services. This process requires the involvement of qualitative and quantitative research methodologies. It is important to improve the general quality and complexity of service design, which requires the creation and administrative support of research and innovative capacities.

A qualitative and quantitative research analysis, which may be prepared by administrative bodies providing public services, will make public services-related cooperation and joint effort more meaningful, structured and informed for stakeholders.

Expected outcomes of objective 1.1

Outcome 1 – Administrative bodies providing public services will enhance their capacity to design public services by applying a customer-oriented approach, exercising a higher degree of responsibility and accountability; stakeholders will have increased opportunity for equal participation in the process of service design; administrative bodies providing public services will apply a design thinking methodology in designing the services.

Outcome 2 – Service providers will have a greater capacity to correctly identify administrative burden related to the improvement of public service development; cooperation between the administrative units of administrative bodies providing public services and analogous units in other public agencies will be enhanced in order to jointly design public services in a more effective way.

Outcome 3 – Capacity of service providers will be increased in applying qualitative and quantitative methodology in the design of innovative public services. It is expected that for the enhancement of the capacity to design services, providers will set up research and innovative structural subunits and equip them with personnel and financial resources.

2. Public Service Delivery

Service providers will be able to develop service delivery models, determine and build service delivery processes, ensure access to services for customers in terms of time and infrastructure, also, deliver services through physical and electronic channels.

Objective 1.2: Increase in the access to public services through the introduction of unified, customer-oriented approaches to service delivery.

Directions envisaged under the objective 1.2:

Drafting of legislative amendments for the processes of Public service design and delivery

The policy document envisages the determination of legislative regulations that will ensure the delivery of customer-oriented services.

Furthermore, a properly arranged legislative framework ensures access to services and adoption of relevant approaches in the area of service delivery. It is possible to determine, additional channels of service delivery and attach a higher importance to an electronic delivery of services, by introducing amendments to the legislation. Also, regulations may be defined to facilitate coordination and enhance cooperation to ensure the quality service delivery. It is important that legal initiatives are compatible with all the four components of the public service strategy and they bring together those necessary legislative amendments that may become a prerequisite for the adoption of a unified approach to the introduction of the strategy.

Creation of a service delivery model that will help public service providers effectively serve all customers by ensuring equal territorial access.

To effectively deliver public services, the area of one-stop-shop service delivery will be broadened, thereby ensuring equal access to public services across the country. The basis of one-stop-shop principle is a clear separation of back office and front office functions and responsibilities. However, this must not impede effective cooperation and integration of processes of service providers. A back office must have a clear legal and managerial mandate for effective initiation and implementation of services while a front office must be responsible for effective delivery of services to customers.

Administrative bodies with back and front offices build a supply chain of public services which rests on a well-elaborated cooperation model.

It is expected that service providers will be linked with one another through compatible IT systems and will have a possibility to freely exchange data both within an organization and between organizations. Public services are structured in line with lifestyle events and business situations and providers can render services to physical persons and businesses online and via applications. The introduction of one-stop-shop principle and integration of data collection function will benefit administrative bodies as well as customers and businesses, as it will reduce costs, save time and improve delivery and handling of documents.

Regardless of the manner of service delivery – whether it is through cooperation with legal entities, through cooperation between an administrative agency and local self-government, or through a separate administrative agency providing public services, the one-stop-shop model must become a guiding principle in service delivery. This model must be oriented on offering full package of service to customers. This means that a service provider must be able to manage the entire service process (starting from the provision of consultation till the delivery of a final product).

Introduction of once only principle for seamless sharing of information and data

To fully utilize the potential of once only principle, service providers must plan the introduction of this principle by ensuring the compatibility of data registries and systems. Compatibility implies exchange of knowledge and information/data between these organizations through supporting business operations and using IT and communication systems. The implementation of only once principle requires the cooperation of all relevant agencies. They must undertake adequate measures for ensuring a safe storage and sharing of this data.

Such interconnected scheme of data and information sharing enables service providers to render simplified and personalized services to physical persons, businesses and administrative units. Natural persons and businesses must not provide basic information (for example, address, ID number) to administrative bodies over and over again; once only provision of data will decrease agencies' costs, improve the quality of service and help them act in a more efficient way.

Emphasizing the importance of e-services for ensuring faster, less-costly, transparent and better access to public services, also, introducing the digital by default principle in service delivery

Administrative bodies providing public services must deliver services by means of new technologies and innovation. A faster, better and cheaper management of this process requires realization of new potential in processing services, which can be achieved by a combination of IT and communication technologies. In designing new services, it is important to establish a practice whereby a digital (electronic) prototype of a service is created, which will be finalized as a result of processing and thereafter, as needed, a physical version of it will be created. Digitalization of public services is a means of improving effectiveness to increase the access to services and make them more customer oriented.

Service providers must further develop public services through introducing digital by default principle and prioritizing the delivery of services in this form (both the admittance of applications and issuance of a prepared document electronically). In addition to being customer-oriented, the digital by default approach is a means of reducing administering costs, as compared to other channels of service delivery.

Digitalization of public services and adoption of digital by default approach in service delivery require changes within an organization as well as in service design, delivery and consumption. Furthermore, it requires the introduction of new data management in back offices, which will be based on unified approaches. Thus, service providers must develop digital by default principle for a proper planning and delivery of services.

Partnership for the delivery of public services in less costly and more efficient ways

Administrative bodies providing public services may establish partnership models between public and private subjects, called Public-Private Partnerships (PPP). The PPP policy, adopted by Georgia in 2016, favors long-term partnerships between administrative bodies providing public services and private agencies. Such partnerships may increase effectiveness of the delivery of customer-needs-oriented public services at central, regional and local levels.

To become more customer and society oriented while delivering public services, the service providers should develop and implement various forms of public-private partnership. Partnership forms such as Public-Private-People Partnership (PPPP) and Public Service Mutual (PSM) can be used for engaging society into the management of public services. This can be achieved by strengthening local decision-making process in the delivery of public services. To this end, it will be important to conduct surveys or organize campaigns for raising awareness of service providers, in order to identify a benefit that a socially-oriented public-private partnership may bring in local context.

Improvement of service delivery for persons with disabilities (PWD)

An accessible infrastructure creates an inclusive environment for PWDs and enables them to enjoy public services provided by administrative bodies at central and local levels. The infrastructure must be designed in accordance with the technical regulation, the National Accessibility Standards, approved by the regulation of government of Georgia №732, dated as of 4 December, 2020. The mentioned document sets a standard of accessibility, which is based on the principle of universal design and reasonable adjustment.

It is also important to analyze service delivery processes in terms of online services and adjust them to the needs of various PWDs so that to make easier for them to access public services. To this end, the existing situation must be assessed and improved.

Improvement of service delivery in light of needs of ethnic minorities

Public service providers must ensure access to services for representatives of ethnic minorities. Consequently, it is important for public agencies to ensure availability of their services at central and local levels, to those representatives of ethnic minorities who encounter language barriers in the access to information. Fair treatment and maximum access to all types of services imply the development of relevant guidelines by service providers and ensuring the access to information in native languages of ethnic minorities for the delivery of quality services.

Improvement of service delivery in light of needs of socially vulnerable people

When providing services, public service providers must consider issues of socially vulnerable people; also, demographic (age of customers) and social criteria (unemployed, recipients of social assistance or multi-children families). Service must be provided in such a way as to guarantee equal access to services both in physical and electronic forms. The process of service delivery must consider socially sensitive criteria too.

Expected outcomes of objective 1.2

Outcome 1 – Administrative bodies providing public services will enhance their knowledge and capacity. One-stop-shop model of service delivery will be introduced; capacities will be improved to study benefits of public-private partnership and intensively use mixed service delivery models at central as well as local levels.

Outcome 2 – Service providers will be able share information and use it once or repeatedly as necessary to deliver e-services; also, internal processes will be renewed and database will be integrated through a more effective cooperation.

Outcome 3 – Capacities and knowledge of service providers in developing the service infrastructure in light of needs of ethnic minorities and PWDs will be enhanced in order to ensure the delivery of customer-oriented and quality services through advanced equipment and technologies.

3. Public Service quality assurance

Service providers must ensure the design and delivery of high-quality and customer- oriented services. It is important to apply all relevant quality tools for continuous improvement of service quality and customer satisfaction.

Objective 1.3: Quality assurance of public services through the introduction of unified approach to examination and improvement.

Directions envisaged under the objective 1.3:

Introduction of public service quality index at the central level

To respond to a unified strategic vision of public services, a service quality index was developed based on the criteria of service design and delivery. It also envisages aspects of physical and

electronic channels of service delivery. The service quality index consists of the following main criteria:

- Service design criteria: include quality of design and relationship: a) *quality of design* relates to how well public services are formed on the stages of their designing; b) *quality of relationship* relates to the type of relationship between subjects participating in the design and delivery of public service. Finally, this identifies whether a public service was designed in cooperation with customers as well as public sector agencies and other stakeholders;
- Service delivery criteria: *reliability* – making good on promises; *accessibility* – delivery of service in physical as well as digital form; *timeliness* (responsiveness) – service must immediately respond to customers' questions and speedily consider issues; *professionalism* (assurance) – personnel must be competent and treat customers fairly; *informativeness* – information provided to customers must be accurate, comprehensive and continuous; *personnel approach* (empathy) – personnel must be friendly, polite and empathize with customer's needs.

These criteria are reinforced with e-service assessment criteria too. Delivery of e-services is associated with additional challenges such as: availability of various platforms, level of awareness of customers and their ability to handle technologies. Consequently, when determining the quality of e-service, the index considers the following four dimensions: *effectiveness* – ease and speed of access and use of webpage/application; *performance* – how well a webpage fulfills its promise on the delivery and availability of demand; *access* – a proper technical functioning of a webpage, which implies access/adaptation of webpage and compatibility with international standard; *protection/safety of personal data* – a level of webpage/application's security and protection of customer information.

Institutionalization of evaluation of customer satisfaction

Public service providers must regularly assess and manage customer satisfaction. It is a key analytical tool to monitor the performance and improvement of the service. Using qualitative and quantitative surveys, public service providers must develop an internal guiding principle of assessing the level of customer satisfaction. Introduction of this principle is important to study customer experience in relation to services. The guidebook will help assess the level of customer satisfaction (including the level of business satisfaction); through quality technique, service providers will study the service from a customer perspective, also gain the insight in customer experience and expectations. By means of quantitative research method, administrative bodies providing public service will measure customer satisfaction numerically and statistically, evaluate the quality of the service delivery for the improvement of the quality of services.

To obtain information for the improvement and renewal of services, providers must apply various methods (for example, face-to-face, online and telephone surveys, “mystical customer”). For customer-oriented organizations, a customer satisfaction survey must be one of the key tools in a continuous cycle of service improvement, which will contribute to more efficient use of time and resources.

Institutional strengthening of agencies providing public service and continuous improvement of service quality through establishment of self-assessment mechanism

In the process of continuous improvement of service quality, service providing agencies must conduct an analysis of internal organizational processes in order to perform their duties in the most efficient way. Methodologies, such as the Common Assessment Framework (CAF) enables public agencies to study internal processes, identify shortcomings and eliminate them.

Steps towards the development, taken in the organization on the basis of self-assessment, ensure proper and effective processes which, for their part, directly affect the quality of services provided by the organization. This is not a one-off process. Self-assessment must become a regular exercise of the organization, which leads to shaping an organizational culture and constantly improving the processes, thus positively affecting the quality of the service delivery.

Improvement of public service management portfolio and service delivery practice

Agencies with a relatively broader range of services must be aware of innovations in the sphere of service delivery. This means the suspension or replacement of those services that no longer serve the aim or that have better alternatives. This process also includes the encouragement of participation of natural persons and businesses in the design of services.

To ensure a high quality of service design and delivery, providers must manage their services efficiently and high sense of responsibility. In the management of public service portfolio, the following is separated from one another:

- Service project: services that have not been activated but are at the stage of design or testing;
- Service catalogue: activated services (both internal and external);
- Suspended services: services that are no longer useful.

Service providers must regularly revise their service portfolio and examine whether the services comply with the objectives of the strategy or/and needs of customers; whether they are implemented in accordance with the aims; whether they are effective or are hindered by legislative or other practical restrictions; whether they remain relevant or need to be suspended/renewed.

Furthermore, service providers must determine a procedure of cancellation of services. The cancellation means the suspension of the service that no longer meets its initial purpose. By doing so, service providers will free resources and replace an outdated service with a more effective one.

Expected outcomes of objective 1.3

Outcome 1. Service providers will have a greater possibility to design and deliver services based on the public service quality index which is developed at the central level.

Outcome 2. Public service providers will build technical knowledge and experience to conduct customer satisfaction surveys and use the information obtained through these surveys for the improvement of public services.

Outcome 3. As a result of the establishment of good governance values and experience, public service providers, through institutionalizing the code of conduct of employees and building their capacity, will be able to periodically supervise and evaluate it.

Outcome 4. Capacity of service providers in effective management of service portfolio will increase; to this end, they will establish procedures of service portfolio management and service cancellation.

Outcome 5. A unified approach oriented on continuous improvement of the quality of services will be formed, which will also create prerequisites for the introduction of public agency development methodology in all service providing agencies.

4. Determining costs and prime cost of public services

Cost accounting of public services affects the process of service design and delivery. Service providers must responsibly calculate the prime cost of a service based on a well-elaborated costs strategy. This approach will develop their institutional capacities in future, while a proper costing will help service providers to consider social and economic factors when determining service prices. Furthermore, as a result of cost accounting, service providers will be able to plan the next budget in a better way, to analyze and optimize costs, eliminate losses and improve efficiency.

The ABC methodology provided in the manual for the calculation of prime cost will help service providers accurately calculate the cost of a particular service and analyze possibilities

of delivering it in a more efficient and less costly ways. For its part, this will have effect on efficient spending of public resources as well as generating potential savings which may be used for designing new services.

Objective 1.4: Introduction of unified, service-provider-oriented methodology of calculating prime cost of public services.

Directions envisaged under the objective 1.4:

Introduction of methodology for determining service costs, by which service providers will calculate their expenditure in a better way

Public sector services are often delivered to customers for free, though the production of these services is not free of charge. Consequently, accurate calculation of costs is especially important for studying the efficiency of services.

Service providers are expected to ensure costing of a service through introducing Activity Based Costing methodology (ABC). This accounting system is focused on activities of service providers in planning public services. In this process, the cost of each activity is part of the total prime cost of the service. By creating or changing activities, the cost of service is created or changed too. According to the ABC methodology, costs are created not by the volume of public services, but the activities in the process of design and delivery of services.

It is important that from the accounting perspective, the ABC methodology enables service providers to determine a real prime cost of services for which they must take into account overhead costs and their distribution over services. This requires a comprehensive analysis of activities and processes. Although it is recommended to introduce the ABC methodology, service providing agencies, given specifics of a particular service, may choose other cost accounting methodologies and introduce them in accordance with the peculiarities, resources and capacities of their services.

Expected outcomes of objective 1.4

Outcome 1. Capacity of service providers in applying the activity-based costing (or even alternative methodology) enhances, thus enabling them to calculate the prime cost of services more accurately and when need be, make changes to financial system.

Logical Framework

Vision		Public service providing agencies in Georgia design and deliver high quality public services based on unified approaches.			
GOAL 1:	Development of public services in the country through introducing unified approaches			Relation to Sustainable Development Goals (SDGs):	8, 10, 16
IMPACT Indicator 1.1:	The number (share) of service providing entities that conform to service design, delivery, quality assurance and costing approaches defined in the Strategy document.		Baseline	Target	Source of Verification
		Year	2021	2025	A summary report of entities about the introduction of guidebooks.
		Indicator	0	25%	
OBJECTIVE 1.1:	Ensuring the consideration of customer needs in the process of designing public services				

	OUTCOME Indicator 1.1.1:	The number of designed/adapted services that meet requirements of the unified approach in the design of public services.		Baseline	Target		Source of Verification
					Interim	Final	
			Year	2021	2023	2025	A list of designed/adapted services
				0	7	25	
	OUTCOME Indicator 1.1.2:	The number (share) of service providing agencies that apply the unified approaches to the design of public services.	Indicator	0	3%	10%	A report of an agency on the introduction of the unified approach.
	Risk:	Improper preparedness of entities, including the lack of relevant resources; low level of activity of involved/partner agencies; Disruption caused by the coronavirus.					
	OBJECTIVE 1.2:	Increase in the access to public services through the introduction of unified, customer-oriented approach to service delivery					
	OUTCOME Indicator 1.2.1:	The number of designed/adapted services that meet the requirements of the unified approach to delivery of public services.		Baseline	Target		Sources of Verification
					Interim	Final	A list of designed/adapted services
			Year	2021	2023	2025	
			Indicator	0	7	25	

	OUTCOME Indicator 1.2.2:	The number (share) of public service providing agencies that apply the unified approach to the delivery of public services.		0	3%	10%	A report of an agency entity on the introduction of unified approach.
	Risk:	Improper preparedness of agencies, including the lack of relevant resources; low level of activity of involved/partner agencies; Disruption caused by the coronavirus.					
	OBJECTIVE 1.3:	Quality assurance of public services through the introduction of a unified approach to checking and improvement					
	OUTCOME Indicator 1.3.1:	The number of public services, the quality of which is evaluated according to service index methodology.		Baseline	Target		Sources of Verification
			Year	2023	Interim	Final	A list of evaluated services
				0	30	60	
	OUTCOME Indicator 1.3.2:	Customer satisfaction rate identified as a result of the survey conducted by a public service providing agency.	indicator	0	75%	85%	Results of a conducted survey

	OUTCOME Indicator 1.3.3:	The number (share) of public service providing agencies that apply Common Assessment Framework (CAF) approach.		2%	4%	10%	A report of an agency about the introduction of unified approach.
	Risk:	Selection of a relevant company for the creation of a service index portal, protraction of procedures of signing an agreement with the company; Improper preparedness of entities; Disruption caused by the coronavirus.					
	OBJECTIVE 1.4:	Introduction of unified, service-provider-oriented methodology of calculating prime cost of public services					
	OUTCOME Indicator 1.4.1:	The number of newly designed/adapted public services that were priced based on the methodology of calculating prime cost.		Baseline	Target		Sources of Verification
			Year	2021	2023	2025	A list of designed/adapted services
				0	5	25	
	OUTCOME Indicator 1.4.2:	The number (share) of public service providing agencies that apply principles of unified methodology of calculating prime cost of public services.	Indicator	0	3%	10%	A report of an entity about the implementation of a unified approach.
	Risk:	Improper preparedness of entities, including the lack of relevant resources; Disruption caused by the coronavirus.					

Mechanism of implementation of the strategy

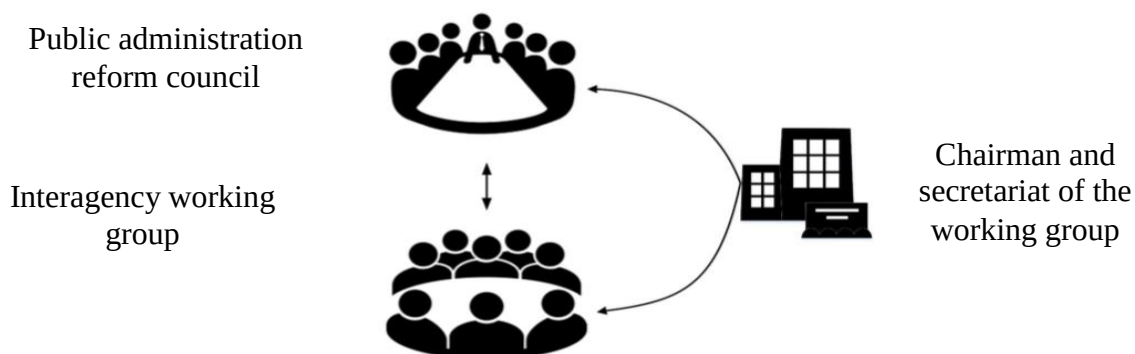
A coordinating body in the implementation of the strategy is LEPL Public Service Development Agency. Within the scope of the public administration reform, the Agency plans and implements a number of directions in the service delivery component. It is also responsible for the reporting of results of monitoring and evaluation of the implementation of the strategy to the government.

A coordinating mechanism for the implementation of the strategy is the Public Administration Reform Council approved under the decree of the Prime Minister of Georgia (№17 of 27 January 2020). The Council sets up a space for interagency discussions and decision making with the aim of regular monitoring and reporting of the implementation of the strategy and its action plan.

As regards the technical level of strategy coordination – the implementation of strategy will be led within the format of **Interagency Working Group** (“working group for the public service component of the public administration reform”).

A statute and composition of the aforementioned working group will be approved by the Public Administration Reform Council. **The chairman of the working group will be LEPL Public Service Development Agency**, while the members will be representatives of public service providing agencies who, for their part, represent, within the scope of the implementation of the strategy, the agencies responsible for implementation of certain activities or/and partner agencies.

The working group will be coordinated by a **secretariat** set up within the LEPL Public Service Development Agency. The secretariat of the interagency working group is the Research and Project Development Service, a structural unit of the Agency in charge of coordination of the development and implementation of the mentioned strategy.



As regards the resources necessary for the implementation of the strategy, the needs have been fully reflected in the 2022-2023 budget of this strategy. The budget was elaborated in accordance with the action plan and comprises GEL 425 020 (four hundred twenty-five thousand twenty) for the implementation in 2022-2023. Most of the budget is financed by partner international donor organizations. Furthermore, considering a high level of interest on the part of partner organizations, the need for mobilizing additional financial resources is expected for the implementation of activities under the action plan. It is worth noting that after the retraining, employees of service providing agencies will themselves be able to implement changes with administrative costs, which will not cause changes to the budget.

Monitoring and evaluation

Monitoring

The implementation of the strategy is monitored by the LEPL Public Service Development Agency, which is responsible for the coordination of the progress in the implementation of action plan and achievement of the set outcomes.

A process of preparation and submission of strategy monitoring reports is led by the coordination agency (the secretariat established on the basis of the Agency), in accordance with the regulation №629 approved by the government.

Progress reports are drawn up and published within one month after the reporting period. Annual reports are published within two months of the end of reporting period, while the final evaluation is published within six months of the end of reporting period. The prepared documents will be published on the webpage of the LEPL Public Service Development Agency of the Ministry of Justice of Georgia: www.sda.gov.ge.

	2022	2023	2023	2024	2024	2025	2025	2026
Progress report	July		July		July		July	
Annual report		March		March		March		
Final evaluation								June

Evaluation

To scrutinize the outcomes and achievements of the strategy and identify the impact, a final evaluation will be conducted at the end of the implementation of the strategy's action plan.

The final evaluation will be of mixed form, which implies the involvement of independent experts, alongside the coordinating agency, to ensure impartiality of the evaluation. Experts will consult the working group member agencies and those stakeholders that will be engaged in the process of implementation of the strategy, thereby enabling the reporting to be of high quality and based on substantiated conclusions. The final report includes the evaluation of the goal set out in the action plan and all the objectives required to it.