

12 DECEMBER 2022

Impact evaluation of the Operational Programme of the European Union Funds' Investments in 2014-2020 Priority Axis 10 “Society-oriented smart public administration”

SUMMARY OF EVALUATION RESULTS



VIDAUS REIKALŲ
MINISTERIJA



Creating the
future of Lithuania

2014-2020 Operational
Programme for the
European Union Funds
Investments in Lithuania

Contract of services financed by EU Structural Fund and State Budget Fund per Lithuania's Operational Programme for the European Union funds' investments in 2014-2020, Priority Axis 12 “Technical assistance for communication and evaluation of the Operational Programme”.

The services were commissioned by the Ministry of Interior of the Republic of Lithuania.

AIM, TASKS AND SCOPE OF THE EVALUATION

The **aim of the evaluation** was to determine the impact of the Operational Programme of the European Union Funds' Investments in 2014–2020 (OP) Priority Axis 10 "Society-oriented smart public administration" investments on public administration and society.

In order to achieve the main aim of the evaluation, **three evaluation tasks have been set:**

1. To determine how Priority Axis 10 measures' investments **contributed to the implementation of objectives planned in the OP and the Partnership Agreement (PA)**, i.e. to evaluate the implementation 2015-2023 results of OP priority axis' 10 objectives and the measures planned in them, and to evaluate the suitability and effectiveness of these measures in achieving the planned investment impact.
2. To evaluate **what changes the Priority Axis 10 investments conditioned**, i. e. to determine the scale of impact: social and economic, at the institutional level, on society and the state. To provide **evidence for determining the scale of the impact** according to individual areas of investment:
 1. Investment impact in the field of increasing the orientation of public management to results of 2 measures, specific objective 1, Priority Axis 10.
 2. Investment impact in the field of transparency and openness of public management processes of 3 measures, specific objective 2, Priority Axis 10.
 3. Investment impact in improving the quality of services provided to society and their compliance with society's needs of 2 measures, specific objective 3, Priority Axis 10.
 4. Investment impact in improving the business regulatory environment of 2 measures, specific objective 4, Priority Axis 10.
 5. Investment impact in improving human resource management in the civil service of 3 measures, specific objective 5, Priority Axis 10.
3. **To determine the sustainability and relevance** of Priority Axis 10 results and impact **in the future**, to name which measures could help amplify the achieved results, and to **recommend new measures** that could contribute to the improvement of public administration processes.

The **object of this evaluation** is 5 specific objectives of the Priority Axis 10 and the 12 measures for their implementation. With the each specific objective the 2-3OP measures are associated. The interventions are aimed at improving individual elements of public management - increasing management's orientation towards results, increasing the transparency and openness of public management processes, improving the quality of services provided to the public and increasing compliance with public needs, business regulatory environment improvement and improvement of human resources management in the civil service.

STRUCTURE AND APPROACH OF THE EVALUATION

Based on the above-mentioned evaluation tasks, the evaluation is structured into **three main parts**: 1) evaluation of the results of the interventions; 2) evaluation of the impact of interventions; 3) evaluation of the sustainability and relevance of the results and effects of the interventions in the future.

During the evaluation, the achievements of the OP Priority Axis 10 interventions were inventoried at the product and result level, the extent of achieving the values of the planned products and results of the interventions (effectiveness) was determined, the changes in the context indicators reflecting the impact of the interventions and the overall suitability and effectiveness of the set of tools to achieve the planned impact of the interventions were assessed, assessed by the OP Priority Axis 10 the contribution of the interventions to the observed changes in the areas of implementation of the interventions, the extent of the impact on the mentioned areas of public management was determined and the mechanisms of its creation

were demonstrated. Taking this into account, conclusions were drawn about the sustainability and relevance of the results and effects of the interventions in the future.

Whilst analysing the selected interventions, a **theory-based evaluation approach** was used providing a common framework for evaluating investments on the basis of relevance, sufficiency, efficiency and impact criteria. This approach is based on **the theory of change** - a flexible model of causal relations, used to determine the analysed interventions, their products, intermediate and final goals, as well as preconditions for achieving these goals. After evaluating the interventions on the basis of various criteria, the assumptions made were checked and the impact of the investments was assessed.

The data required for the evaluation was collected on the basis of analysis of documents, secondary sources, statistical and monitoring data, analysis of publicly available information, surveys of 6 groups of respondents (4 project executors and 2 project participants) and 11 semi-structured interviews with project executors and 11 case studies. The **data** collected during the evaluation **was analyzed** on the basis of intervention logic analysis, statistical analysis, meta-analysis and expert evaluation.

MAIN FINDINGS OF THE EVALUATION

10.1.1. STRENGTHEN RESULT-ORIENTATION OF GOVERNANCE

SCOPE OF INVESTMENTS

41 projects are implemented under OP specific objective **10.1.1. "Strengthen result-orientation of governance"** interventions, with a total financial allocation of **EUR 53.6 million**. Although main activities of the projects were implemented in Vilnius city, the results created during the projects are not limited geographically and therefore are relevant at the national level. Under measure **10.1.1-ESFA-V-912 "Promoting National Reforms and improving the performance of public administration institutions"** a total of **37** projects were implemented (of which 13 projects are still being implemented) with a total financial allocation of **EUR 41.1 million**. Executors of all projects are State institutions (unique project executors are 21 institutions). **4** projects are implemented under measure **10.1.1-ESFA-V-913 "Improving the internal administration of public management institutions"**. Total funding allocated to these projects amounted to **EUR 12.5 million**. Executors of all projects are State institutions (unique project executors are 3 institutions).

RELEVANCE OF THE INVESTMENTS

The strategic documents state that the quality and efficiency of public management are not sufficient in all cases: sufficient reliance on evidence is not ensured in decision-making processes, the activities of public management institutions are inefficiently organised, the activities of these institutions are dominated by process rather than results, which lack direction and vision of the most important priorities. Taking into account the fact that OP specific objective **10.1.1. "Strengthen result-orientation of governance"** interventions contributed to the development and/or implementation of the necessary tools to improve the management processes of individual public policy areas and to increase the efficiency of the general functions of public management institutions, and also contributed to the preparation for national reforms or their implementation, the **implemented interventions are relevant in context of the OP and PA planned aims**.

IMPACT OF THE INVESTMENTS

OP specific objective **10.1.1. "Strengthen result-orientation of governance"** investments were assessed as **meeting the needs of employees of public administration institutions** (hereinafter referred to as "PAI"): employees of a wide range of public administration institutions participated in the interventions, new tools were created during the interventions contributed to more efficient work performed by

employees of public administration institutions. The interventions were assessed as **meeting the needs of the institutional level** on average: the implemented interventions are uneven, they cover 9 (out of 15) areas of public management to which the main activities of the interventions were directed.

Although the interventions created the conditions to reduce the risk of society members or individual groups not receiving the necessary, properly assigned social support or public service, contributed to the increase of transparency in society, more convenient access to digitally provided services, **it is exceptional** that the impact on society members or individual groups is most strongly felt **unevenly**, when implementing projects in "soft" areas of public management (education, science and sports, health, social security and employment), so the **impact of the interventions on society can be assessed as medium**. Interventions have also created conditions for saving financial, human resources and time costs experienced by both members of the public and state institutions, contributing to the digitisation of the public sector, the activities of public management institutions, more rational use of state resources, planning, implementation and monitoring of individual areas of public policy and evaluation, increasing efficiency, greater orientation of public management to results and improving the quality of public management decisions, so the **impact of interventions on the state can be assessed as high**.

From a socio-economic approach, public management and its effectiveness are assessed using indicators such as Management efficiency, Quality of regulation, Application of evidence-based management tools, Strategic planning capabilities and Implementation capabilities – these international indicators help to compare Lithuania's progress with other countries. The strategic management reform carried out during the investment period was implemented together with OP specific objective **10.1.1. "Strengthen result-orientation of governance"** interventions that contribute to the implementation of strategic reforms; by applying evidence-based management tools, other transformations in various other areas were prepared or contributed to the implementation of ongoing reforms. The implemented **interventions contributed to the increase in management efficiency and indicators of the country's implementation capacity, but the values of indicators of strategic planning capacity and evidence-based management tool application indicators deteriorated during the investment implementation period**. It is exceptional that the projects contributing to these changes have been completed recently, and in order to enable their results, in most cases, further actions need to be taken (for example, proposals for legal acts or recommendations prepared during the projects should be transferred into legal regulation). Also, some of the projects (17 out of 41) are still ongoing, so it will take time for their impact to manifest.

10.1.2. INCREASE TRANSPARENCY AND OPENNESS OF THE PUBLIC ADMINISTRATION PROCESSES

SCOPE OF INVESTMENTS

67 projects are implemented under OP specific objective **10.1.2. "Increase transparency and openness of the public administration processes"** interventions, with a total financial allocation of **EUR 21.4 million**. Under measure No. **10.1.2-ESFA-V-915 "Increasing the openness of public management institutions and promoting public involvement in public management processes"** 3 projects are implemented with a total financial allocation of EUR 4.1 million. Under measure No. **10.1.2-ESFA-V-916 "Implementation of national anti-corruption measures"** 15 projects are implemented with a total financial allocation of **EUR 11.9 million**. Regarding these measures, all the executors are State institutions. Also, the results created during the projects are not limited geographically and therefore are relevant at the national level. A total of 49 projects were implemented under measure No. **10.1.2-ESFA-K-917 "Initiatives for increasing public intolerance to corruption and promoting participation in public management processes"**. The total funding allocation to these projects was **EUR 5.8 million**. The executors of these projects were non-governmental organisations and private entities whose activities were organised in a specific municipality.

RELEVANCE OF THE INVESTMENTS

The strategic documents state the low indicator of public trust in public administration institutions, insufficient public active participation in public administration processes, lack of public knowledge about opportunities to participate in them, as well as lack of information about the activities and results of public administration institutions. Interventions, implemented under measure **No. 10.1.2-ESFA-V-915 "Increasing the openness of public management institutions and promoting public involvement in public management processes"**, sought to increase public involvement in public management processes and improve the PAI consultation mechanism with the public. During projects, implemented under measure **No. 10.1.2-ESFA-V-916 "Implementation of national anti-corruption measures"** were sought to ensure the transparency and publicity of public management decisions or the interests of civil servants were implemented and/or updated, as well as the monitoring of corruption, corruption risks and public procurements were implemented and measures needed to improve governance. Examples of project activities substantiate that the project activities corresponded to the need to increase public trust in the PAI, to actively engage in public management processes, and to inform about the activities and results of the PAI, provided for in the country's strategic documents. During the projects, implemented under measure **No. 10.1.2-ESFA-K-917 "Initiatives for increasing public intolerance to corruption and promoting participation in public management processes"**, participants and members of the public strengthened the competencies, which are necessary to be involved in the development of public management decisions, or how to identify corrupt phenomena. Participants also performed various research activities, evaluations or reviews of functions and prepared proposals for the establishment of legal regulation or its improvement. Taking into account the OP specific objective **10.1.2. "Increase transparency and openness of the public administration processes"** projects and their activities, **the implemented interventions are relevant in context of the OP and PA planned aims.**

IMPACT OF THE INVESTMENTS

PAI employees lack tools that would help improve the management of official ethics in public administration institutions, contribute to the implementation of impeccable norms of professional ethics. Moreover, there is a need to strengthen the competences of employees of PAI in the areas of official ethics, corruption prevention and corruption investigation, thus creating prerequisites for reducing the manifestations of corruption in the country. The wide range of public management institutions participated in the OP specific objective **10.1.2. "Increase transparency and openness of the public administration processes" interventions**. Also, the new tools developed during the interventions contributed to the transparency and openness of public management processes. Therefore **the interventions were assessed as meeting the needs of the target group.**

During the evaluation, it was aimed to re-determine the provisions of the people who participated in the project activities in the areas of tolerance of corruption and involvement in public management after the project activities, implemented under the measure **No. 10.1.2-ESFA-K-917 "Initiatives for increasing public intolerance to corruption and promoting participation in public management processes"**. According to 2019 data, 29.16 percent of project participants tolerate corruption less after participating in project activities. During the 2022 survey, it was found that 29.01 percent tolerate corruption less. The noticeable decrease in tolerance to corruption is insignificant, therefore, comparing the data of 2019 and 2022, it can be stated that the percentage of participants who are less tolerant of corruption after participating in project activities did not change during this period between the studies. According to 2019 data, 27.24 percent of project participants began to participate more actively in public management after participating in project activities. In 2022 year, it was found that 26.04 percent of respondents participate more actively in public management after the end of project activities. A small difference between 2019 and 2022 results, so it can be said that a positive change to more active participation in public management did not occur in this period.

From a socio-economic approach, OP specific objective **10.1.2. "Increase transparency and openness of the public administration processes" interventions** implementation provides the prerequisites for improving the values of the Government's data openness index and the Coefficient of transparency and availability of information published by public management institutions. Greater transparency and openness of the PAI and interventions aimed at educating members of the public to get involved in public affairs, to recognize manifestations of corruption, or to strengthen civic education are prerequisites for Lithuanian residents to get involved in the decision of public affairs. The increasing transparency and openness of public management processes and the public's ability to recognize corrupt actions also contribute to the improvement of the values of the corruption perception index. However, it is exceptional that the projects that will contribute to these changes have either been completed very recently or are still being implemented (8 out of 67), so further impact will take time.

10.1.3. IMPROVE THE QUALITY OF SERVICES AND MAKE THEM MORE CUSTOMER ORIENTED

SCOPE OF INVESTMENTS

56 projects are implemented under OP specific objective **10.1.3. „Improve the quality of services and make them more customer oriented”** interventions, with a total financial allocation of **EUR 24.9 million**. Under measure No. **10.1.3-ESFA-V-918 "Initiatives of public administration entities aimed at improving the quality of services and services for individuals" 13 projects** (of which 11 projects are still being implemented) are implemented with a total financial allocation of EUR 11.6 million. Executors of all projects are State institutions (unique project executors are 11 institutions). The results created during these projects are not limited geographically and are relevant at the national level. Under measure No. **10.1.3-ESFA-R-920 "Improving the quality of services and people's service in municipalities" 43 projects** (of which 19 projects are still being implemented) are implemented with a total financial allocation of **EUR 13.3 million**. Most **results created during the projects are limited geographically** (at the municipal level). Most projects (10) were implemented in Vilnius county, and 7 projects each were implemented in Utena, Šiauliai, and Alytus counties. 5 projects each were implemented in Kaunas and Klaipėda counties, and 4 in Telšiai county. 1 to 2 projects were implemented in other counties.

RELEVANCE OF THE INVESTMENTS

In the strategic agenda the insufficient activity of public management institutions in improving the services provided to the public is observed: the lack of complex actions is recorded, the elimination of which would ensure the quality of services that meet the needs of the public, which is sought in public management. Projects implemented under measure No. **10.1.3-ESFA-V-918 "Initiatives of public administration entities aimed at improving the quality of services and services for individuals"** are oriented in the creation, improvement, and implementation of the procedures for organising the activities of public administration entities related to the provision of services and/or serving individuals. Interventions, implemented under measure No. 10.1.3-ESFA-V-920 "**Improving the quality of services and people's service in municipalities**" seeks to install the quality management systems, optimize the internal processes of service provision of local self-government institutions. The provision of municipal administrative and public services and customer service was improved by applying the "one-stop shop" principle, preparing proposals for legal regulation of service provision, and citizens' charters. Taking into account the OP specific objective **10.1.3. "Improve the quality of services and make them more customer oriented"** projects and their activities, the **implemented interventions are relevant in context of the OP and PA planned aims**.

IMPACT OF THE INVESTMENTS

OP specific objective **10.1.3. „Improve the quality of services and make them more customer oriented" interventions** were assessed as **meeting the needs of employees of PAI**: employees of a wide range of

public administration institutions participated in the interventions, new tools created during the interventions contributed to the improvement of the quality of services provided by public administration institutions and the improvement of service to individuals, creates prerequisites provide quality services, apply quality standards and mechanisms supporting service quality standards. The IS and IT tools created by the interventions allowed PAI employees to focus on the optimization of service provision and service processes, automating processes and reducing manual work that does not create added value, while reducing time costs and making it possible to devote this free time to the content and quality of the public services provided. At the same time, prerequisites to distribute the available workload more efficiently and optimize the performed functions were made.

The impact of interventions for society is most strongly felt during the implementation of projects "closest" to the recipients of the service, in projects implemented under the measure No. **10.1.3-ESFA-R-920 "Improving the quality of services and people's service in municipalities"**. During the preparation of the Citizens' Charters, the project executors directly established contacts with the recipients of the services they provide, contributed to the transparency of the institution's activities, also, the prepared Citizens' Charters formed the prerequisites for providing services in response to the needs of customers, increasing the accountability of public service providers, and improving the efficiency of PAI. It is noteworthy that the active involvement of public service recipients, which is necessary to meet the needs of society, was not ensured in all cases, therefore **the impact of interventions on society is considered medium**. During the evaluation, a **high impact of the interventions on the State was determined**: by implementing project activities, residents are given the opportunity to receive faster, more convenient and better quality public services, customer-oriented service, more adapted and updated premises for customer service, more convenient and faster solutions to their concerns on the one-stop basis. Digitisation of public administration provides opportunities to further expand the offer of electronic services, which makes receiving services more convenient for residents and reduces financial, human resources and time costs incurred by both members of the public and state institutions.

From a socio-economic approach, interventions, focused on increasing the quality of public services and meeting the needs of the public, such as the implementation of service quality standards, the implementation of services of the "one-stop shop" principle in state and municipal institutions for the public services, **create prerequisites for improving the opinion of the population that state and municipal institutions solve the problems of all residents in the same way, and the fact that "one-stop shop" help people solve their concerns faster in state and municipal institutions and institutions**. Nevertheless, the COVID-19 pandemic and the restrictions imposed due to quarantine led to a negative change in these indicators. Pandemic restrictions also led to the deterioration of the values of the administrative service provision and service efficiency coefficient, since it is during this period that the convenience of the institution's working time, the reaction time to the problem and the availability of specialists during work, and the deterioration of the professionalism of the working specialists are recorded. It should be noted that the projects contributing to the improvement of these positions have either been completed very recently or are still being implemented (16 out of 56), so further impact will take time.

10.1.4. IMPROVE BUSINESS REGULATION ENVIRONMENT

SCOPE OF INVESTMENTS

8 projects are implemented under OP specific objective **10.1.4. "Improve business regulation environment"** interventions, with a total financial allocation of **EUR 4.9 million**. The results created during these projects are not limited geographically and are relevant at the national level. **4** projects were implemented under measure No. **10.1.4-ESFA-V-921 "Implementation of better regulation and improvement of business supervision system"** with the total financial allocation of **EUR 1.3 million**. Also **4** projects are implemented under measure No. **10.1.4-ESFA-V-922 "Increasing the effectiveness of the**

justice system" (of which 1 project is still being implemented), with the total financial allocation of **EUR 3.6 million**.

RELEVANCE OF THE INVESTMENTS

In the strategic agenda the aspiration to reduce the administrative and/or other regulatory burden for businesses and residents, to increase the quality of information about services provided to businesses and to improve the quality of legal acts, in order to accelerate and strengthen initiatives to improve the business environment and the rising position of Lithuania according to the regulatory quality index is observed. Projects implemented under measure No. **10.1.4-ESFA-V-921 "Implementation of better regulation and improvement of business supervision system"** are oriented to the reduction and/or simplification of legal regulation for business, identifying the administrative and/or regulatory burden and formulating proposals that would contribute to the quality of legal regulation and increasing efficiency, increasing the efficiency of the supervision system of economic entities. Interventions, implemented under measure No. **10.1.4-ESFA-V-922 "Increasing the effectiveness of the justice system"** are oriented to the development of tools and methodologies to contribute to the improvement of the performance of legal institutions. Also, implemented educational and training activities formed the prerequisites for improving the effectiveness of the justice system. Taking into account the OP specific objective **10.1.4. "Improve business regulation environment"** projects and their activities, the **implemented interventions are relevant in context of the OP and PA planned aims**.

IMPACT OF THE INVESTMENTS

OP specific objective **10.1.4. "Improve business regulation environment" interventions** were assessed as **meeting the needs of employees of PAI**: employees of a wide range of public administration institutions participated in the interventions, new tools created during the interventions contributed to the improvement of the quality of services provided by public administration institutions. Tools that help to provide high-quality services and reduce the administrative burden, as well as strengthening the competences of PAI employees, **are necessary** for better service provision and servicing of individuals, help to strengthen the abilities of PAI by reducing the administrative burden on residents and economic entities, implementing complex, mutually well-coordinated actions that would improve business regulation environment and the effectiveness of the justice system.

The impact of interventions for society and its members is significant through direct access, when public services provided to the public are obtained faster, more efficiently, and with better quality, and through indirect access, when the administrative burden on business entities is reduced and the improvement of the business environment is promoted. Interventions formed the prerequisites to reduce the **unreasonable administrative and/or other regulatory burden on businesses and residents**: higher quality information and consulting services are provided to business entities; the impact of legal acts on the regulatory burden, redundant requirements for business, duplications, incompatibilities, loopholes and outdated requirements are determined, creating conditions for improving legal regulation, the environment for business creation and execution. Also, the implemented interventions contribute to the **improvement of the justice system**: prerequisites have been made to make the work of the state-guaranteed legal aid service more effective.

From a socio-economic approach, interventions, focused on reducing unreasonable administrative and/or other regulatory burdens on businesses and residents, such as the creation of legal regulatory measures, the preparation and publication of methodological publications, and the provision of expert consulting services, **provide prerequisites for improving the country's business environment index and reduce the administrative burden on business entities**. Interventions, such as the preparation of training sessions, the implementation of resource management IS, the implementation of the model of serving people in courts, strengthening the competences of the employees of the judicial system, **create the prerequisites for improving** the accessibility of the judicial system to the general public online and the

independence of courts and judges. **The interventions also formed the prerequisites for improving the trust of the residents of the courts and reducing the duration of the hearing of cases in the courts of first instance.** Nevertheless, the COVID-19 pandemic and the restrictions imposed due to quarantine led to a negative change in these indicators. Pandemic restrictions also led to an underestimation of the efficiency of public service provision and service. It should be noted that the projects that will contribute to these changes have been completed or only very recently, and in order to enable their results, in most cases, further actions need to be taken, especially when providing services in the post-pandemic period.

10.1.5. IMPROVE MANAGEMENT OF HUMAN RESOURCES IN THE PUBLIC SERVICE

SCOPE OF THE INVESTMENTS

5 projects are implemented under OP specific objective **10.1.5. "Improve management of human resources in the public service"** interventions, with a total financial allocation of **EUR 4.5 million**. 2 projects were implemented under measure **No. 10.1.5-ESFA-V-923 "Improvement of human resources management in the civil service at the systemic level"** with the total financial allocation of **EUR 2.8 million**. Also 2 projects are implemented under measure **No. 10.1.5-ESFA-V-924 "Centralized strengthening of strategic competences of employees of state and municipal institutions and institutions"**, with the total financial allocation of **EUR 1.2 million**. 1 project is implemented under measure **No. 10.1.5-ESFA-V-925 "Strengthening the chain of managers of state institutions"**, with the total financial allocation of **EUR 0.5 million**. The results created during these projects are not limited geographically and are relevant at the national level.

RELEVANCE OF THE INVESTMENTS

The strategic agenda emphasize the necessity of changes in the areas of human resources and their competence management in VAI - such challenges as results orientation, lack of flexibility, strategic abilities, and effective human resources management are highlighted. In order to solve these problems, OP specific objective **10.1.5. "Improve management of human resources in the public service"** interventions aim to create and implement a qualitatively new management of senior managers, a transparent and competitive wage system for employees, advanced motivational tools, improve the selection system of civil servants, orienting it to the assessment of abilities and competences. Taking into account the OP specific objective **10.1.5. "Improve management of human resources in the public service"** projects and their activities, the **implemented interventions are relevant in context of the OP and PA planned aims.**

IMPACT OF THE INVESTMENTS

In order to solve the challenges faced by the civil service, immediate changes are necessary in the areas of human resources and their competence management: strengthening the competences of VVI employees, the management of senior managers, strengthening their competences. OP specific objective **10.1.5. "Improve management of human resources in the public service"** interventions were assessed as **meeting the needs of employees of PAI**: 3 862 public administration institution employees have already participated in intervention activities meant to strengthen human resource management competencies in the civil service.

The impact of interventions on society was assessed as medium: the impact on members of society or individual groups of them is indirectly, through the provided public services, public management decisions, implemented reforms, which other projects are also focused on.

From a socio-economic approach, interventions, focused on improving the management of human resources in the civil service, did not create suitable conditions for improving the position of the population regarding the evaluation of the performance of civil servants and increasing the willingness of the population to work in the civil service. It is noteworthy that the majority (4 out of 5) of the projects of this task are still in the implementation stage. It is expected that in the future, greater progress of projects and high-quality selection of civil servants will contribute to more efficient organization of the civil service,

greater satisfaction of members of the public with the public services provided, and a more positive assessment of the performance of civil servants, as the interventions create conditions for strengthening the Civil Service, contribute to the formation of a competent civil service, responding to today's needs to strengthen the flexibility, innovativeness, results orientation and efficient selection of the civil service. Qualitative selection of civil servants creates prerequisites to contribute to a more efficient organization of the PAI, greater satisfaction of members of the public with the public services provided, and a more positive assessment of the performance of civil servants. Strengthened competences of PAI employees and managers contribute to the formation of a competent civil service, create prerequisites for responding to today's need to strengthen the flexibility, innovativeness, and orientation of the civil service. Taking this into account, impact of the 10.1.5. "Improve management of human resources in the public service" interventions on the State can be assessed as high.

SUSTAINABILITY OF OP PRIORITY AXIS 10 INTERVENTIONS

The products created by the intervention are long-term and focused on the continuity of results and further development. An essential factor that allows maintaining and ensuring the results of all measures is **financial support**, thanks to which it is possible to ensure the support and update of the created IT tools, to focus on the support of the adapted quality management system and the expansion of applicability to a larger number of public sector institutions. Also, it allows to deepen the professional abilities of civil servants, necessary for the performance of their functions, creating and ensuring appropriate processes that would motivate employees and create effective, results-oriented public management. The sustainability of the created product groups also **depends on their quality, their further use, adaptability or the political will to ensure the continuity of these products.** With the support of the state and orientation towards the support of the developed products, it is possible to ensure the sustainability and further applicability of the results. An additional factor enabling continuity of products is the legal regulation of the products developed: the regulatory framework for the developed products must be adapted so that the developed tools are convenient for use at the institutional level. The flexibility, innovativeness, willingness to cooperate and the motivation to improve the quality of public services of public sector institutions and the persons working in them, especially those in leadership positions, can be named as an additional factor that has an impact on the continuity of the results of project activities, when with the approval of the institutional level, smooth application of the results can be expected and their further development. The longevity of the created products also depends on the ability to repeat the training, to deepen not only the knowledge of the public and target groups, to ensure the continuous targeted dissemination of information, but also to deepen the competences of public sector employees. Although this factor is important, it is often determined by the other circumstances listed above.

It is noteworthy that during the implementation of the interventions, **the greatest limiting effect for targeted and planned implementation of OP Priority Axis 10 investments were the COVID19 pandemic and the challenges caused by the geopolitical situation.** This raised new systemic challenges for the public sector: how to quickly adapt to changing conditions and equally ensure the resilience and vitality of individual areas of state activity, how to act centrally in crisis situations, how to provide services digitally and remotely. Projects executors as a challenge also named **human resource management problems, insufficient project management skills, and the burden of project administration.** In the majority of projects, the **problem of public procurement is distinguished, the need to change financing and administration contracts.**

During the entire period of implementation of the **interventions, obtaining data and their high-quality analysis and making decisions based on knowledge and evidence, facts, remain particularly relevant** - basing the decisions made on the analysis of current data, having the opportunity to access this data not only for policy makers, but also for a wider part of society, apply information resources to policy monitoring

and forecasting. This was an important aspect in the planning of the interventions but this aspiration - to open data - is also the goal of this priority, and the project activities address and/or focus their results on the solution of these or similar problems, creating a solid foundation and opportunities to adapt to the changing situation if necessary.

RECOMMENDATIONS AND STRATEGIC PROPOSALS

RECOMMENDATIONS

- In order to achieve long-term results and efficient, progressive, results-oriented public management, it is **recommended** to organise timely competence development of civil servants, training and human resources management.
- It is **recommended** to promote continuous learning of public sector employees, interest in their field of work, and to strengthen a motivated approach to work in the public sector.
- Taking into account the need to improve the quality and accessibility of administrative and public services, it is **recommended** to develop existing and implement new technological solutions and tools that allow safer and more convenient use of administrative and public services.
- It is **recommended** to improve the monitoring of service quality and availability in order to ensure the provision of administrative and public services that meet the needs of society.

STRATEGIC PROPOSALS

- **The main relevant areas that need to be oriented towards in the period of the next five years:** service provision and population service-oriented improvement of activities in state and municipal institutions, provision of responsibilities, paying special attention to both inter-institutional cooperation and cooperation with non-governmental organizations and other institutions for the development of the mechanism.
- When planning further interventions, it is **proposed** to foresee interventions aimed at improving the state's crisis management system.
- By strengthening capabilities and management orientation to results, state institutions and institutions that participate in the formation or implementation of state policy in individual areas of public management must be prepared and resistant to crises. For this purpose, it is **proposed** to prepare the necessary strategic management changes that would allow to prepare for crisis situations.
- In order to make results-oriented public management decisions, it is necessary to rely on evidence-based knowledge and data. In order for public administration institutions to be able to make such decisions, it is **proposed** to ensure the consistent preparation and opening of open data sets and free and safe access to relevant data electronically.