

## Strategic Framework of PAR

**Principle 1: The Government has developed and enacted an effective public administration reform agenda which addresses key challenges**

- Indicator: Use of participatory approaches in the development of key strategic PAR documents.

**Principle 2: Public administration reform is purposefully implemented; reform outcome targets are set and regularly monitored**

**Principle 4: Public administration reform has robust and functioning management co-ordination structures at both the political and administrative levels to steer the reform design and implementation process**

- Indicator: Civil society involvement in the PAR monitoring and coordination structures.

## Policy Development and Co-ordination

**Principle 5: Regular monitoring of the government's performance enables public scrutiny and supports the government in achieving its objectives.**

- Indicator 1: Public availability of information on government performance
- Indicator 2: Civil society perception of the Government's pursuit and achievement of its planned objectives.

**Principle 6: Government decisions are prepared in a transparent manner and based on the administrations' professional judgement; legal conformity of the decisions is ensured**

- Indicator: Transparency of the Government's decision-making.

**Principle 10: The policy-making and legal-drafting process is evidence-based, and impact assessment is consistently used across ministries**

- Indicator: Use of evidence created by think tanks, independent institutes and other CSOs in policy development.

**Principle 11: Policies and legislation are designed in an inclusive manner that enables the active participation of society.**

- Indicator: Extent to which CSOs confirm that consultation processes enable a meaningful and timely involvement/contribution of the public to the policy making process

**Principle 12: Legislation is consistent in structure, style, and language; legal drafting requirements are applied consistently across ministries; legislation is made publicly available**

- Indicator: Perception of availability and accessibility of legislation and related explanatory materials by the civil society.

## Public Service and Human Resource Management

**Principle 2: The policy and legal frameworks for a professional and coherent public service are established and applied in practice; the institutional set-up enables consistent and effective human resource management practices across the public service**

- Indicator 1: Public availability of statistics and reports about the civil service and employees in central state administration.
- Indicator 2: Performance of tasks characteristic for civil service outside of the civil service merit-based regime

**Principle 3: The recruitment of public servants is based on merit and equal treatment in all its phases; the criteria for demotion and termination of public servants are explicit.**

- Indicator: Openness, transparency and fairness of recruitment into the civil service

**Principle 4: Direct or indirect political influence on senior managerial positions in the public service is prevented.**

- Indicator: Extent to which the position of senior public servants is effectively protected from unwanted political interference.

**Principle 5: The remuneration system of public servants is based on the job classification; it is fair and transparent.**

- Indicator: Transparency, clarity and public availability of information on the civil service remuneration system.

**Principle 7: Measures for promoting integrity, preventing corruption and ensuring discipline in the public service are in place**

- Indicator: Effectiveness of measures for the promotion of integrity and prevention of corruption in the civil service.

## Accountability

**Principle 2: The right to access public information is enacted in legislation and consistently applied in practice.**

- Indicator 1: Civil society perception of the quality of legislation and practice of access to public information.
- Indicator 2: Proactive informing of the public by public authorities.

## Service Delivery

**Principle 1: Policy for citizen – oriented state administration is in place and applied**

- Indicator: Public perception on the citizen orientation of public administration

**Principle 3: Mechanisms for ensuring the quality of public services are in place**

- Indicator: Public perception and availability of information on citizen feedback regarding the quality of administrative services.

**Principle 4 The accessibility of public services is ensured**

- Indicator 1: CSOs' perception of accessibility of administrative services
- Indicator 2: Availability of information regarding the provision of administrative services on the websites of service providers.

## Public Finance Management

Principle 5: Transparent budget reporting and scrutiny are ensured.

- Indicator: Transparency and accessibility of budgetary documents

**Principle 6: The operational framework for internal control defines responsibilities and powers, and its application by the budget organisations is consistent with the legislation governing public financial management and the public administration in general.**

**Principle 8: The operational framework for internal audit reflects international standards, and its application by the budget organisations is consistent with the legislation governing public administration and public financial management in general.**

- Indicator: Public availability of information on public internal financial controls and the parliamentary scrutiny

**Principle 16: The supreme audit institution applies standards in a neutral and objective manner to ensure high-quality audits, which positively impact on the functioning of the public sector.**

- Indicator: Supreme Audit Institution's communication and cooperation with the public pertaining to its work.

