9.12. Annexe 12 Recommendations for capacity building of the strategic and technical operational framework for PAR

The general recommendation for the approach in the development and implementation of the new PAR Strategy and Action Plan is that MISA, through the relevant coordination structures, should strengthen its internal capacities for overall coordination and monitoring of the entire PAR agenda and provide a closer, more regular discussion of implementation issues with other key institutions, such as the General Secretariat (GS) and the MoF. This requires the support of the Government in providing the necessary resources and providing support for activities that lead to the strengthening of the internal capacity of MISA.

The Government should strengthen the mandate and capacity of MISA, as an oversight body of PAR, to ensure more efficient and consistent quality control of PAR, including content checks and analyses, and to provide regular training to ministries to improve the quality of PAR. It is necessary to provide evaluation and monitoring of the achieved deliveries that are planned in the action plan (documents, analyses, regulations, training, etc.) in a qualitative sense. The evaluation and monitoring of the delivered "products" should include their quality. A gap analysis for the function of qualitative monitoring and evaluation of products from PAR Strategy and AP should check: Who within the system monitors the quality of delivered documents (draft regulations, analysis, training, etc.), what methodology is applied, whether there is a response system. If the products do not meet the needs of the PAR Strategy, what is the reporting on the quality of delivered products? Based on a gap analysis, the specific recommendations for strengthening the function of qualitative monitoring

In line with this general recommendation, individual specific recommendations are given in the following table.

Table 1 List of recommendations for capacity building of the strategic and technical operational framework for PAR

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<td>1.</td>
<td>To ensure the consistent application of the new methodological framework for preparation, implementation, monitoring and evaluation and reporting for the new PAR Strategy and AP: the Methodology for the manner of preparation, monitoring of the implementation, evaluation and reporting of the sector strategies as strategic planning documents and the Guidance for the necessary elements and structure that the sector strategies should contain, the manner of monitoring the implementation, assessment and reporting. Consistent implementation requires prior training of employees who will apply the new methodological framework, as well as timely communication on whether it has been adopted and where it can be found, to publish instructions and forms.</td>
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<td>2.</td>
<td>All systematized positions in Sector for Administration (with both key departments for PAR Strategy) should be filled with adequate personnel. It is especially important to fill the position of the head of the sector, which brings together and organizes all activities related to the planning of the PAR Strategy, its implementation and monitoring.</td>
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<td>3.</td>
<td>It is recommended that all WG members receive training on &quot;PAR Process in Northern Macedonia&quot; and &quot;Change Management and Communication&quot; before or immediately after their appointment and direct involvement in the PAR process. Continuous training of</td>
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coordinators - "contact points" - in areas relevant to PAR and change management is also recommended. For that, MISA should build capacities for conducting such "horizontal trainings" and seek coordination and synergy in the sectoral training initiatives of the line ministries and agencies.

4. It is recommended that in the new AP an analysis should be planned that will test the competencies (required knowledge, abilities, skills, attitudes) of existing employees in the state administration bodies. Are the right people in the right place? A human resource management information system should be developed as a tool for strategic planning and human resource management, enabling MISA and the Human Resources Sectors to analyse human resource data, produce analytical reports, and consistently plan measures and to monitor their impact.

5. Continuity and "institutional memory" need to be ensured in a situation where key PAR coordinators are changing. It is recommended to ensure the takeover of staff changes, according to relevant rules and regulations that are in power in public administration institutions.

6. A common portal for coordination and reporting (led by MISA) is needed so that all information regarding the implementation of the PAR Action Plan is in one place.

7. Monitoring the outflow of staff should be a constant activity. It is proposed that a new activity for a new AP should be a separate analysis: Why do civil servants leave ministries and other PA bodies and where do they most often go? What can attract or keep them in the state administration? A human resource management information system should be developed as a tool for strategic planning and human resource management, enabling MISA and the Human Resources Sectors to analyse human resource data, produce analytical reports, consistently plan measures and to monitor their impact.

8. For activities that are not implemented by the permanent AP, and for which it is estimated that there is a lack of resources, donor support should be considered. In this regard, in the process of planning a new PAR Strategy and AP, units for international cooperation and IPA units in the affected institutions should be included in advance. It is recommended to consider appropriate ways of performing the activity, given the realistically available resources. If resources are unreliable, it is recommended to state that the activity will be performed only if resources are provided. Specifically, to consider and state in advance in the AP what resources are in question and who should provide them and by when. Consider alternatives to these activities, for which resources may be available - whether these alternatives can achieve specific goals of the PAR Strategy.

9. It is recommended that in the new AP an analysis should be planned that will test the competencies (required knowledge, abilities, skills, attitudes) of existing employees in the
10. It is recommended that the activities be elaborated on in detail and to include the Ministry of Finance in the costing process from the beginning. Special programming of funds for PAR, through the K-6 program, should be used for planning funds from the state budget. As it is planned to adopt a new PAR Strategy and Action Plan after the adoption of the budget for 2023, it is necessary to take into account activities funded by the budget in the first half of 2023. These activities will not be able or can be conditionally financed from the budget. For that, the activities that already have or will be able to receive donor support or the activities that are already continuously funded in the institutions should be planned. Consistent application requires prior training of employees who will apply costing in strategic planning. There is also a need for timely communication about the availability of the K-6 program for budgeting funds for PAR activities, and how it is used.