

Evaluation of the Process of Public Administration Reform in Georgia

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Civil Service Reforms in Georgia

- Establishment of New Public Management Model (2004-2009)
- Retrieving Professional Civil Service based on Neo-Weberian model (since 2012)

Preconditions of NPM reform

Problems of Organizational Management:

- Weak state institutions
- Lack of unified vision and strategic plan
- Abundance of state institutions and parallelism in functions

Problems of HR Management

- Oversized public sector
- Low motivation and ineffective performance of employees

Problems of Financial Management

- Extremely low and “frozen” salaries
- Non-transparent budgeting system
- Ineffective tax collection

NPM Reforms Goals

- creation of effective management mechanisms for public organizations
- effective public personnel management, including hiring, firing, promotion and other procedures
- principle of fair and equal treatment of the citizens.
- political neutrality
- increase quality of public service delivery.
- establishment of the merit based system through the Civil Service Code,
- decentralization of power
- restructurization of the executive branch
- enhancement of governmental accountability.

Success Stories

- State Register
- Public Service Hall – “everything in one space”
- Eradication of administrative corruption
- Downsizing government
- LEPLs

Total number of employees reduced

- Ministries: from 102571 to 66615 (35%);
- Subagencies: from 23769 to 8237 (65%)

NPM approach to PAR

- Contract based employment
- Decentralization and increased discretion
- Minimizing bureaucratic procedures
- Business management tools (Participative management, MBO, motivation systems)
- Increase of salaries through program budgeting and MTEF
- Transparency in public finances

Goals achieved

- institutional reforms conducted
- integrated strategy and midterm plans for the executive branch developed
- optimized number of cadres
- improved motivation system
- corruption reduced
- improved budget planning and execution
- reduced state intervention in private business

Disadvantages of NPM

- Unsystematic approach to public sector development
- Unbalanced aggregation of power in particular executive agencies
- Partisanship

Neo-Weberian approach

- Parliamentary elections of October 2012
- New Law on Civil Service 2015

EAS principles in Georgian law

- Reliability and predictability
- Openness and transparency
- Accountability
- Efficiency and effectiveness

Principles of Governance

- strategic framework of PAR
- policy development and coordination
- public service
- human resource management
- accountability
- service delivery
- public finance management

The Law on Civil Service

Defines scope of civil services

General principles:

- rule of law
- transparency of administrative procedure
- compliance with the procedural norms and
- accountability and efficiency.
- equality before the law;
- political neutrality of bureaucracy
- access to public information;
- integrity and professionalism of civil servants

No or poor mechanisms for enforcement.

The Law on Civil Service

- Separation of politics and administration in NPM and Neo-Weberian sense
- Professional and neutral civil service
- Unified development of civil service
- Problem of centralization
- Civil Service Bureau

Thank you for attention

