

Implementations of the Principles of Good Governance in Georgia

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New Public Management Reform

- Effectiveness and efficiency
- Market orientation
- Service oriented
- Decentralization
- Development of public policy
- Accountability

Presuppositions of the NPM

- Weak and disorganized public institutions, lack of transparency and accountability
- Insufficient coordination among major governmental institutions
- Lack of strategic view and integrated policy
- Poorly motivated and managed public servants
- Corruption

Goals of the New Public Management reforms

- Reforming existing bureaucratic systems in order to establish effective and efficient management
- Increase trust of population to the government
- Overcome economic deficit

Characteristics of Good Governance

- Decision making capacity
- Responsiveness
- Accountability
- Public participation
- Transparency
- Effective and efficient management
- Decentralization
- Minimization of corruption
- Addressing needs of the society

Development of Public Administration System in Georgia Historical Overview

- End of the Russian Annexation in 90-ies of the 20th century.
- Alienation from the legal government
- Patriotic (national) movement.
- Regained sovereignty in 1990
- Constitution of 1995.
- Law on Civil Service 1997

Law on Civil Service

- Integrated public policy
- Qualified cadres to the civil service
- Legislative basis for the Georgian Civil Service
- Relations between key institutions
- Legal status of public servants

General Administrative Code of Georgia, 2001

- Restricted the discretion of public servants
- Access to the public information
- Participation of the population
- Transparent functioning of public agencies
- Basis for modern civil society

Civil Service Bureau

Functions:

- Study of public administration
- Public personnel management reform
- Educational programs in public sector
- Expertise and technical assistance to the public sector

Outcomes and Expectations

- Professional public service
- Eradicate corruption
- Optimization of the public personnel
- Increase public participation
- Modern methods of personnel selection and evaluation
- Civil Service Code

State minister in Coordinating Reforms

- Integrated strategy for the reforms
- establishment of effective management mechanisms
- Conduct effective public personnel reorganization
- Enforcement of the principles of free market economy in public sector
- Promotion of public private partnership
- Decentralization of power and reforming local governance structures
- Restructurization of executive organs
- Involvement of citizens in decision-making

Two approaches to the Civil Service Reform in Georgia

- *Flexible model*
 - Civil service - part of competitive employment market.
 - Free from the regulating norms
 - Generally defines main principles and restrictions of the civil service
 - Wide discretion to the "top managers" .
 - Contract-based system
 - Discretion and autonomy of executives
 - No specific benefits or protection to the public servant.
- *Protectionist Model*
 - Integrated Code of Civil Service,
 - Strict system of positional ranging
 - Legal protection
 - Principles of "merit".
 - Legislation and regulations
 - Neo-Weberian Civil Service in Georgia.

"Cheap, Superficial and Populist"

- Ethical problems
- Justice and equity, vs effectiveness and efficiency
- Decreased quality of services
- New sources of corruption
- Prevailing private interests over the public ones
- Price rise of traditionally governmental services

Future Focus

- Reinforcement of the role of state
- Refreshment of the principles of representative democracy
- Merit-based civil service
- Orientation on the public interests
- Integrated and professional civil service

Thank you!