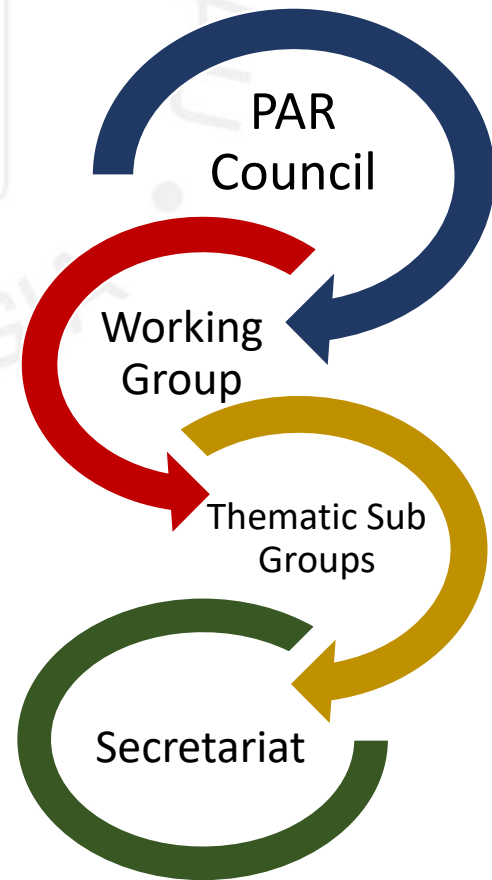




# **Public Administration Reform in Georgia**

Public Administration Reform Secretariat

# Public Administration Reform in Georgia



Georgia – EU Budget Support Agreement on PAR

Public Administration Reform Roadmap

2 year Action Plans

Monitoring and Evaluation Reports

# Public Administration Reform Core Directions



# Policy Planning Instruments

## Policy Planning Handbook

Hierarchy and types of the policy documents

Set of requirements



## M&E Framework

Policy planning cycle

Set of requirements



## Procedures and Methodology

Detailed rules and guidance

Checklists and standardized forms

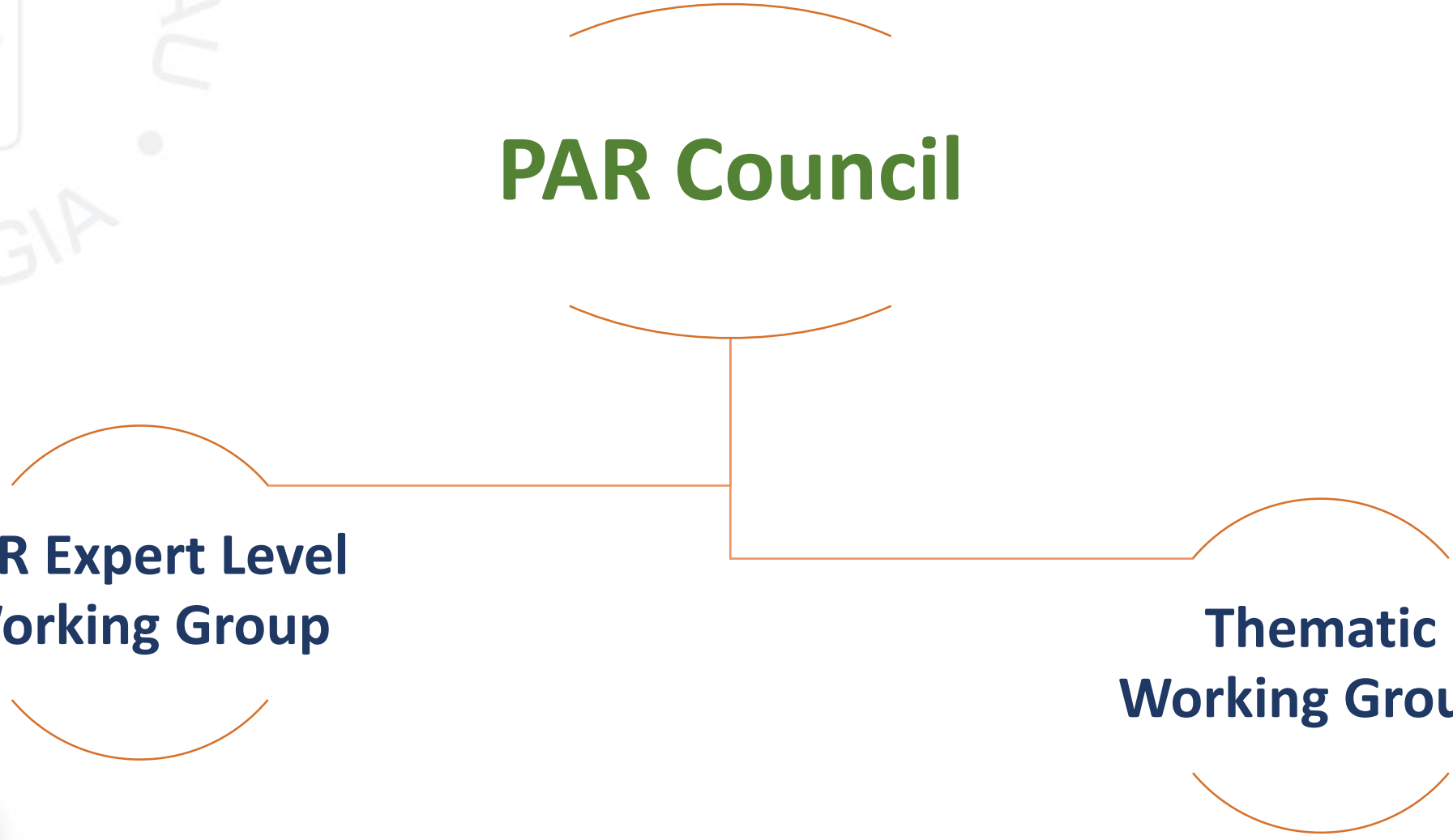


# PAR 2019-2020 AP Elaboration: Coordination Mechanism

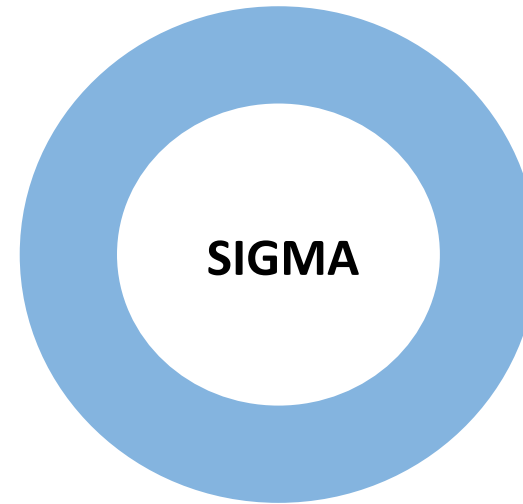
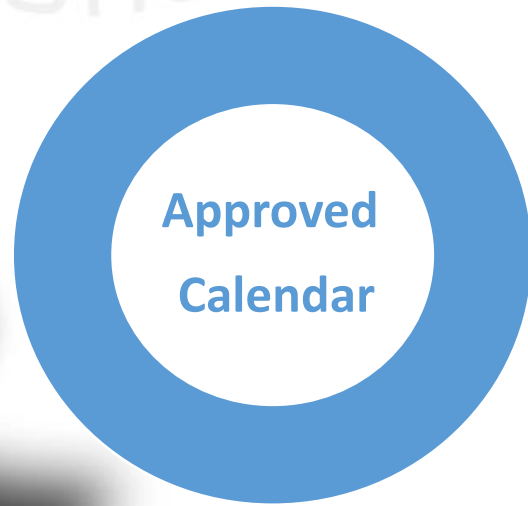
**PAR Council**

**PAR Expert Level  
Working Group**

**Thematic  
Working Groups**



# PAR 2019-2020 AP Elaboration: Coordination Mechanism



# Roadmap in Brief: HRM Objectives

## Scope of Public Service

- Defining the scope of public service and enable its practical application

## Institutional Set-Up

- Conducting functional reviews of public institutions and providing comprehensive analysis and conclusions on how to reform these institutions.

## Merit Based System

- Creating system that guarantees merit based selection of candidates, equal opportunities for everyone, selection of most qualified candidates and dismissal of civil servants according to clear and legally substantiated procedures

## Remuneration System

- Creating logical, transparent and equitable model of remuneration that retains, attracts and motivates professionals in the civil service

## Professional Development

- Creating a sustainable environment in the civil service that guarantees constant professional development

# Revisited HRM Objectives in 2019-2020 AP

## Professional Development

- Establishing professional development system of professional civil servants at the level of ministries and promoting prevention of political influence on managerial positions in civil service in order to enhance merit-based career advancement and neutrality principles

## Institutional Set-Up

- Institutional strengthening of the CSB with the aim of promoting enforcement of the Civil Service Law and establishing a common approach of the latter



# HRM: Outcome Indicators to Measure Progress (I)

## Professional Development

1 The share of ministries, which presented Professional Development Plans and Reports on the assessment of the employees to the Civil Service Bureau

2 The share of ministries, whose employees have undergone compulsory professional development program

3 The number of managers in the ministries whose position was taken in accordance with the new regulatory norms of the competition envisaged by the Law on Civil Service

Baseline	Target
0	90 %
0	60 %
20 %	100 %

# HRM: Outcome Indicators to measure progress (II)

## Institutional Set-Up

- 1 Percentage of outflow of employees of the Civil Service Bureau
- 2 Percentage of filled-in staff positions in the Civil Service Bureau
- 3 Number of employees of the Civil Service Bureau who participated in the professional development program on Civil Service Law

Baseline	Target
9 %	5 %
94 %	100 %
50 %	60 %



# PAR 2019-2020 AP

## Public Administration Reform 2019-2020 Action Plan Draft Approved by the PAR Council

### PAR Direction 2. Human Resource Management

**Objective 2.1** To establish professional development system of professional civil servants at the level of ministries and to promote prevention of political influence on managerial positions in civil service in order to enhance merit-based career advancement and neutrality principles

Outcome Indicator	Baseline 2018:	Target 2020:	Source of Verification
2.2.1. The share of ministries (to which the CSL fully applies), which has presented Professional Development Plans and Reports on the assessment of the employees to the Civil Service Bureau	0	90%	Official Letter received from the ministries
2.2.2. The share of ministries (to which the CSL fully applies), whose employees have undergone compulsory professional development program	0%	60%	Annual report of CSB, Reports received from the ministries
2.2.3. The number of managers in the ministries whose position was taken in accordance with the new regulatory norms of the competition envisaged by the Law on Civil Service	20%	100%	Annual report of CSB

**Risks:**

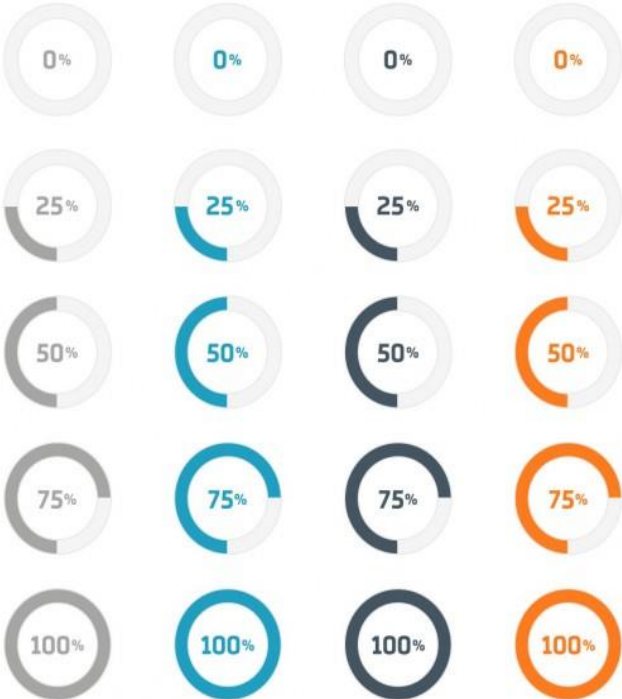
N	Activity	Output Indicator	Source of Verification	Responsible Agency	Partner Agency	Deadline (quarter, year)	Budget	Source of Funding		
								State Budget	Donor	Deficit
2.1.1.	Analysis of professional development plans and reports of civil servants from the ministries falling under the law on civil service	Professional development plans and reports are analyzed by the Bureau; Problems are identified based on the analysis	Official letter	Civil Service Bureau; Ministry of Defence; Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia; Ministry of Justice; Ministry of Regional Development and Infrastructure; Ministry of		2019, IV Qtr. - 2020, IV Qtr.		Administrative resources		

# Measuring the Progress

SMART Indicators

Clear Target Values

Frequent Monitoring



Data Analysis

Reporting to decision-makers

Informing the next phase

# Next Steps: Electronic System of Policy Development

All Policy Documents in Single Space

3 MODULES

PLANNING

MONITORING/  
REPORTING

EVALUATION

## ADDITIONAL FUNCTIONS:

- Glossary
- Indicators Bank
- Online Public Consultations
- Database of Policy Documents
- Secretariat Management
- Implementation Rate

thank you!



[WWW.GOV.GE](http://WWW.GOV.GE)  
[KTSANAVA@GOV.GE](mailto:KTSANAVA@GOV.GE)