



Supporting **Public Administration Reform** in Georgia – Phase 2

Donor: UK Government/FCDO

Budget: £ 3.1 million / \$ 4.03 million



Since 2015, with support from the UK Government, UNDP has been leading efforts to assist the Government of Georgia (GoG) in advancing Public Administration Reform, with a mission to contribute to Georgia's European integration by fostering a more effective, professional, and independent public administration. **The focus has been on three critical areas: policy planning and coordination, civil service reform, and public service delivery.**

Main achievements

In policy planning, UNDP partnered with the Administration of the Government of Georgia (AoG) and:

- Successfully advocated for the adoption of the unique regulatory framework for policy-making based on the OECD SIGMA principles (Government Decree #629);
- Trained 573 public servants from over 70 agencies in public policy planning, monitoring and evaluation, public participation and data-driven analysis;
- Supported streamlining the policy planning processes in line with new regulatory framework in four public institutions;
- Developed a unified e-platform for policy development, coordination, evaluation and monitoring system (PDCEMS) to be used by all policy planning units in the Government of Georgia, with the tools ensuring public participation through single entry point for all policy documents;
- Supported development and advocated for successful implementation of the PAR Strategy (2020-2025) and its Action Plans (2020-2021 and 2022-2023).



Main achievements

In public service delivery, UNDP cooperated with the Public Service Development Agency (PSDA) of the Ministry of Justice, and as a result

- Developed a unified policy framework and guidelines for service design and delivery across all public agencies which standardizes service provision and improves the experience for citizens and organizations;
- Facilitated capacity-building process in 44 service delivery agencies;
- Trained 277 civil servants in service design, delivery, costing, customer satisfaction survey methodologies and Common Assessment Framework (CAF);
- Upgraded my.gov.ge unified citizen portal reaching 864,965 users (62% of them women);
- Upgraded 16 critical electronic services to the newest cyber security standards providing secure services to 18,350 users;
- Facilitated the establishment of CAF system in four public agencies;
- Facilitated establishment of customer satisfaction survey methodology in four public agencies;
- Facilitated the establishment of service design and delivery standards in three public agencies and upgraded nine services;
- Facilitated establishment of services costing methodology in four public agencies;
- Collaborated with the Service Agency of the Ministry of Internal Affairs to enhance services and infrastructure for disabled citizens, improving accessibility to public services.



Enhancing services and infrastructure for disabled citizens, improving accessibility to public services.

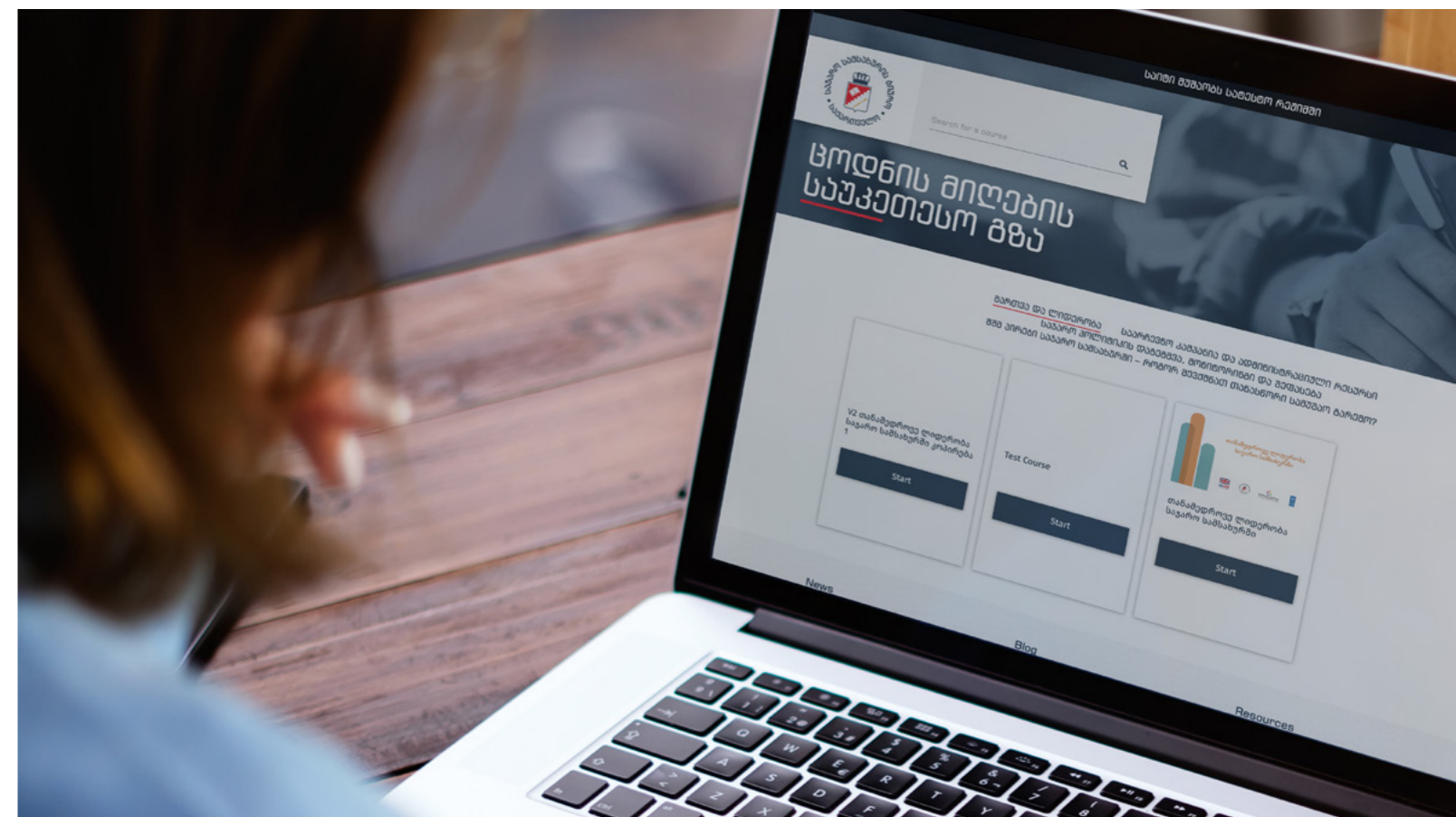
Main achievements

In civil service reform, UNDP's partnership with the Civil Service Bureau (CSB) has been transformative and:

- Enhanced the CSB's capacity to monitor reform implementation, leading to greater accountability and increased public oversight of entities when following recommendations;
- Developed an improved data collection and analysis framework for human resources in the civil service, encompassing 562 indicators and 29 variables;
- Improved performance management systems in four ministries, including the introduction of an innovative bottom-up appraisal system in the Administration of the Government of Georgia;
- Introduced organizational learning tools and culture in three ministries;
- Developed and implemented ethics and integrity tools in two ministries/agencies;
- Created new professional development resources, including 13 guidebooks and seven research papers;
- Developed an online learning platform www.elearning.csb.gov.ge that is now accessible to civil servants across Georgia;
- Created six electronic courses for civil servants in Leadership and Management, Rights of People with Disabilities in Civil Service, Civil Servants' Rights, Human Resources Management, Service Design and Delivery, and Policy Planning Monitoring and Evaluation;
- Increased the awareness of 1,315 civil servants on cyber operations, personal data protection, disinformation, behavioural science and public policy, artificial intelligence, and emotion management through meetings;
- Established a six-month mentorship program with 180 civil servants participating as mentees.

The UNDP project prioritized **CSO engagement in the PAR process**, established direct partnerships with research and watchdog organizations, and as a result:

- Implemented 16 research projects providing evidence of achievements of the reform and avenues for future interventions;
- Introduced Public Participation Index measuring the level of public engagement in the policy process;
- Raised awareness and skills in participatory mechanisms for public service design and delivery among members of 60 CSOs;
- Facilitated three CSO-public agency partnerships for re-designing public services.



The way forward

It is crucial for the development partners to **remain engaged, adapt strategies and navigate emerging challenges**. By continuing the project's efforts towards supporting Georgian civil service on its path towards fulfilment of EU obligations, the project is well positioned in terms of:

- Increasing transparency, accountability and oversight of public administration with a focus on institutionalization of civil service ethics, access to public information, civil participation mechanisms and anti-corruption efforts;
- Initiating institutional adjustments including the establishment of a new administrative body championing the PAR process in line with EU accession;
- Solidifying the managerial/ administrative setup related to the EU accession and increasing administrative absorption capacity;
- Strengthening independence and political neutrality of civil service, ensuring that civil servants can perform their duties without partisan influence;
- Ensuring career stability in civil service to reduce staff turnover and overcome informal management practices;
- Increasing access to public services for vulnerable groups (including through further digitalization);
- Facilitating public participation in the policy-making process while maintaining the focus on ensuring representation of interests of vulnerable groups;
- Supporting the in-depth integration of OECD SIGMA principles in various public agencies.

