

Union “Child, Family, Society”

MARCH 2017 – SEPTEMBER 2017

RESEARCH PAPER: “Improving Day Care Standards for People with Disabilities”

The main objective of day care centers is to provide the following services for children with disabilities:

- Daily service with two meals
- Satisfying academic needs
- Development of vocational skills
- Involvement in cultural and sports-recreational activities, etc.

GOAL: To improve the quality of the day care services for adults and children with disabilities in Georgia through an analysis of existing challenges

KEY RECOMMENDATIONS:

- Description of basic and additional services; division of services according to age groups; value determination of basis packages and additional rehabilitation services
- Creation of the beneficiary evaluation uniform e-system
- Budget revision according to age categories; diversification of funding sources
- Effective use of local self-government resources
- Professional development of personnel
- Development of alternative services
- Establishment of the system of service quality

ACHIEVEMENTS: The Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia, in collaboration with NGOs, has prepared changes in the standards of the Center and the 2019 budget envisages funding for increasing the amount of the Day Care vouchers



Civil Development Agency (CiDA)

MARCH 2017 – DECEMBER 2017

PROJECT: “Civil Society Support of the Civil Service Reform of Georgia”

GOAL: Increased involvement of civil society in the effective implementation of the ongoing Reform of Civil Service of Georgia

ACHIEVEMENTS:

- 20 representatives** of Regional NGOs trained on Civil Service Reform and its monitoring
- A detailed **instruction** for monitoring the implementation of the Civil Service Reform developed
- More than 300 local inhabitants** participated in 20 regional consultations held by 20 trained CSO members
- 20 informational meetings** with the general public on the Civil Service Reform took place
- More than 3000 leaflets** on the Civil Service Reform distributed
- 10 TV and radio shows** and youth competition organized



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Innovations And Reforms Center (IRC)

MARCH 2017 – AUGUST 2017

PROJECT: “Improving Public Service Delivery Practices in the Local Government Context”

GOAL: Development of a new model of service delivery for the Tbilisi Architecture Service (TAS) focusing on the three pre-defined services – 1) an issuance of a construction permit, 2) an approval of construction of I and II class buildings, and 3) delivery of a city-planning conclusion

MAIN CHALLENGES:

- Heterogeneous practice of service delivery
- Frequent changes in service delivery approaches
- Ill-founded decisions
- Draining of qualified staff
- "Almightiness" of the Zonal Council, insufficient transparency
- Redundant communication with various municipal offices, to get a permit



MAIN ACHIEVEMENTS:

- A participatory analysis of the problems was conducted
- Elaborated recommendations for the creation of a new model of service delivery for the pre-defined services are:
 - Creation of Strategic Planning, Monitoring and Evaluation Division
 - Development of Standard Operating Procedures (SOPs)
 - Improvement of human resource management – e.g. elaboration of an action plan, creation of performance evaluation indicators
 - Development of a new model of face-to-face consultation - in-depth consultation, remotely, through electronic program
- Creation of IT Governance Board, creating a position of Chief Information Officer

ONGOING PROJECT:

Implementation of the recommendations listed above which aims at supporting the quality service delivery and increasing the operational/organizational capacity of the Tbilisi Architecture Service



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NOVEMBER 2018 - APRIL 2019

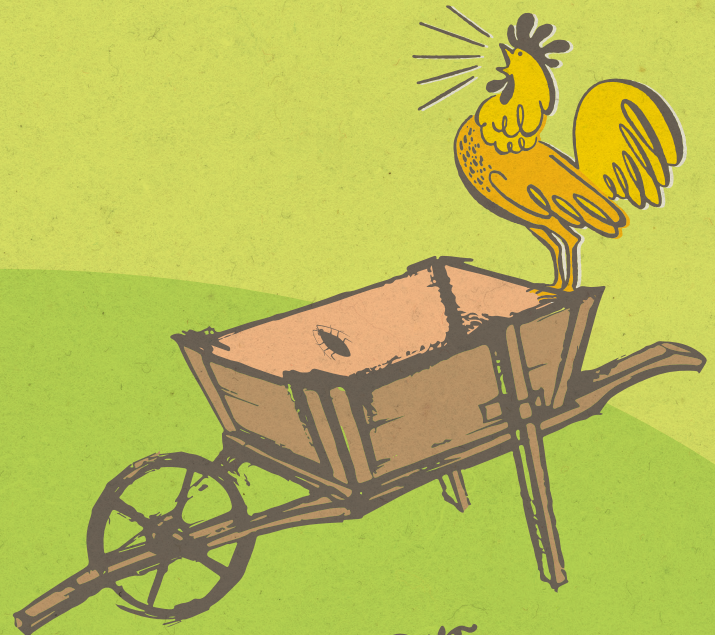
PROJECT: “Implementing Public Service Design and Delivery Standards in the Ministry of Environmental Protection and Agriculture of Georgia (MEPA)”



GOAL: Improving performance of National Food Safety Agency (NFSA) for effective delivery of the pest management services through applying “Behavioral Science” approach

PLANNED INITIATIVES:

- Research of customers, interest groups and service providers by using “Behavioral Science” approach aimed at effectively influencing behavior of specific beneficiaries
- An organizational assessment of the National Food Safety Agency (NFSA)
- Development of unified standards for public service design and delivery
- An assessment of the potential for a design and delivery of pest management services and it’s elements in digital format
- Development of recommendations



Institute For Development Of Freedom Of Information (IDFI)

MARCH 2017 – AUGUST 2017

PROJECT: “Challenges of the Georgian Bureaucratic System in the Context of the Public Administration Reform”

GOAL: A study of the state of the Georgian state bureaucracy and its administrative expenses in the period of 2011-2016 for the purpose of identifying existing problems and challenges

KEY FINDINGS:

- The size of state bureaucracy and resources significantly exceed Georgia’s economic capabilities and require further optimization
- Number of employees at Legal Entities of Public Law (LEPL) and Non-entrepreneurial (Non-commercial) Legal Entities (NNLE) is unreasonably high
- Number of contracted employees within budgetary institutions vastly exceed the set limits
- Process of fulfillment of obligations regarding the optimization of administrative expenses (e.g. optimization of the state auto fleet) is underway with considerable delays

- During 2011-2016, an unbalanced and non-transparent system of public servants’ remuneration caused widespread practice of issuing unsubstantiated bonuses and salary supplements
- Introduction of a new mechanism for controlling fuel usage is an important step forward

RECOMMENDATIONS:

- Development of a strategy and action plan on the optimization of bureaucratic apparatus
- Defining legal criteria for the establishment of state LEPLs and NNLEs
- Application of the new Law on Salaries of Georgia across all budgetary institutions
- Acceleration of the optimization process of the state auto fleet
- Introduction of a new mechanism to control unauthorized use of state vehicles
- Stricter control exercised on business trips, representations and other administrative expenses



Georgian Institute Of Public Affairs (GIPA)

MARCH 2017 – AUGUST 2017

RESEARCH PAPER: “Training and Development of Civil Servants in the Georgian Public Sector”

GOAL: To outline a vision of the training providers and beneficiaries (civil servants) on the nature of the professional development model in the public sector (centralized, semi-centralized or decentralized)

KEY FINDINGS:

- Considering the requirements of the public administration career system, the most relevant model of professional development is the semi-centralized training delivery model (the model which implies cooperation between state and private actors)
- Introducing a new approach of professional development - “Learning by Doing” (direct training and work revision by a coach, i.e. on the job training)

RECOMMENDATIONS:

- Elaborate a unified professional development policy and long-term strategy for civil servants
- Increasing centralization of the professional development process by strengthening the role of the Civil Service Bureau
- Establish clear distinction of functions between public and private training providers, and ensure regulation of training delivery process
 - Develop standard training packages and modules
 - Define the main purposes of the public training centers, shift their workload mostly towards basic and specific training delivery
 - Elaborate a long-term strategy for professional development and introduce the new method of “learning by doing”



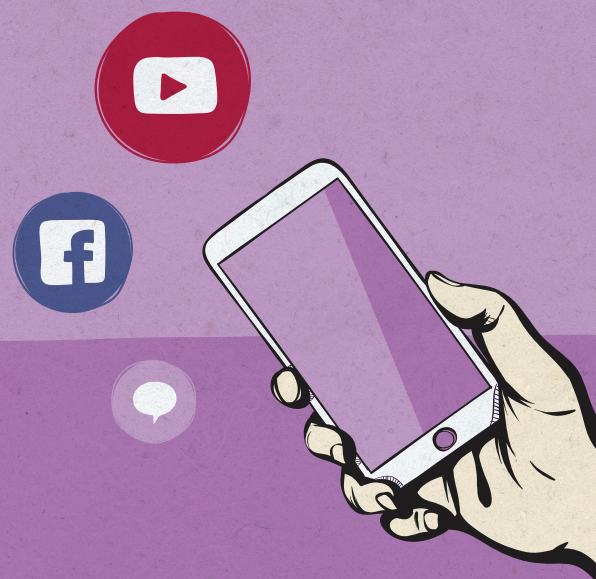
The Young Scientists Club Of Ozurgeti (YSC Ozurgeti)

MARCH 2017 – DECEMBER 2017

PROJECT: “Increase the Effectiveness of Local Governance using Innovative Mechanisms to Inform the Local Public”



GOAL: To increase the transparency and accountability of Lanchkhuti and Chokhatauri municipalities through introducing innovative mechanisms of community engagement



ACHIEVEMENTS:

- More than 1000 individuals in Lanchkhuti and Chokhatauri receive information about the Municipal Assemblies through a new SMS system
- Live broadcasting of the Municipal Assembly meetings and the possibility to ask questions in new civic engagement centers in 6 territorial units of Lanchkhuti and Chokhatauri
- Facebook live-stream broadcast introduced in Lanchkhuti and Chokhatauri Municipal Assemblies
- Livestreamed Assembly meeting recordings uploaded to the Youtube channel. Video links are available on the websites of the Lanchkhuti and Chokhatauri Municipal Assemblies and at www.guria.ge
- 400 local inhabitants are able to better use government internet resources as a result of 20 conducted training sessions
- 1000 leaflets on civic engagement mechanisms disseminated
- Recordings of Municipal Assembly meetings available for citizens



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New Vision University

JANUARY 2018 – AUGUST 2018

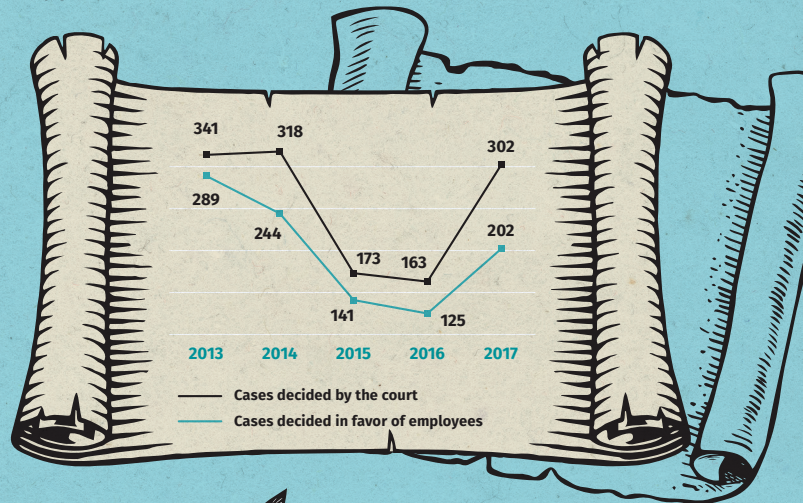
RESEARCH PAPER: “Management and Effective Resolution of Labour/Employment disputes in the Public Service of Georgia”

GOAL: To identify key grounds for labour/employment disputes in public agencies and to recommend means for their resolution

FINDINGS:

- Civil servants in most cases apply to the court for protection of their rights
- The majority of disputes (70%) end with the decision against a public agency
- Disputes mostly occur when a person is dismissed during restructuring and as a result of disciplinary proceedings
- Procedural violations made by public agencies are widespread (a lack of examination of circumstances, unjustified decisions)

- No effective tools for:
 - The prevention of disputes - respective examination of problematic situation at early stage, communication, etc.
 - The resolution of disputes at early stage through an informal communication
- A settlement is an exception
- No financial, legal or reputational analyses of disputes are made
- Civil servants support improvement of the existing procedures and introduction of alternative mechanisms of dispute resolution



An average of **77%** of the cases decided by the Administrative Collegium of the Tbilisi City Court in 2013-2017 ended in favor of civil servants



RECOMMENDATIONS:

- Implement a dispute risk (financial, reputational, organizational) assessment system
- Analyze the necessity of restructuring and staff reduction; elaborate employee dismissal criteria in advance
- Evaluate the objectivity of inquiry before making decisions in disciplinary proceedings
- Increase capacities of civil servants - effective communication, problem solving, etc.
- Enhance internal tools for dispute prevention and management
- Engage a third, neutral party (not affiliated with the agency)
- Involve court mediators and other relevant institutions
- Provide consultation service in the process of prevention, management and alternative settlement of disputes



Iare Pekhit (WALK)

MAY 2018 – DECEMBER 2018

PROJECT: “Building the Bridge Between Communities and Local Governments”

GOAL: Promoting citizen participation in planning of public Initiatives

ACHIEVEMENTS:

The activist toolkit has been developed for planning civic initiatives, including following steps:

In addition:

- Informative meetings with local population planned
- Film screening / discussions organized
- Three small-scale initiative projects to be implemented by the local population



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Innovations and Reforms Centre (IRC)

MAY 2018 – SEPTEMBER 2018

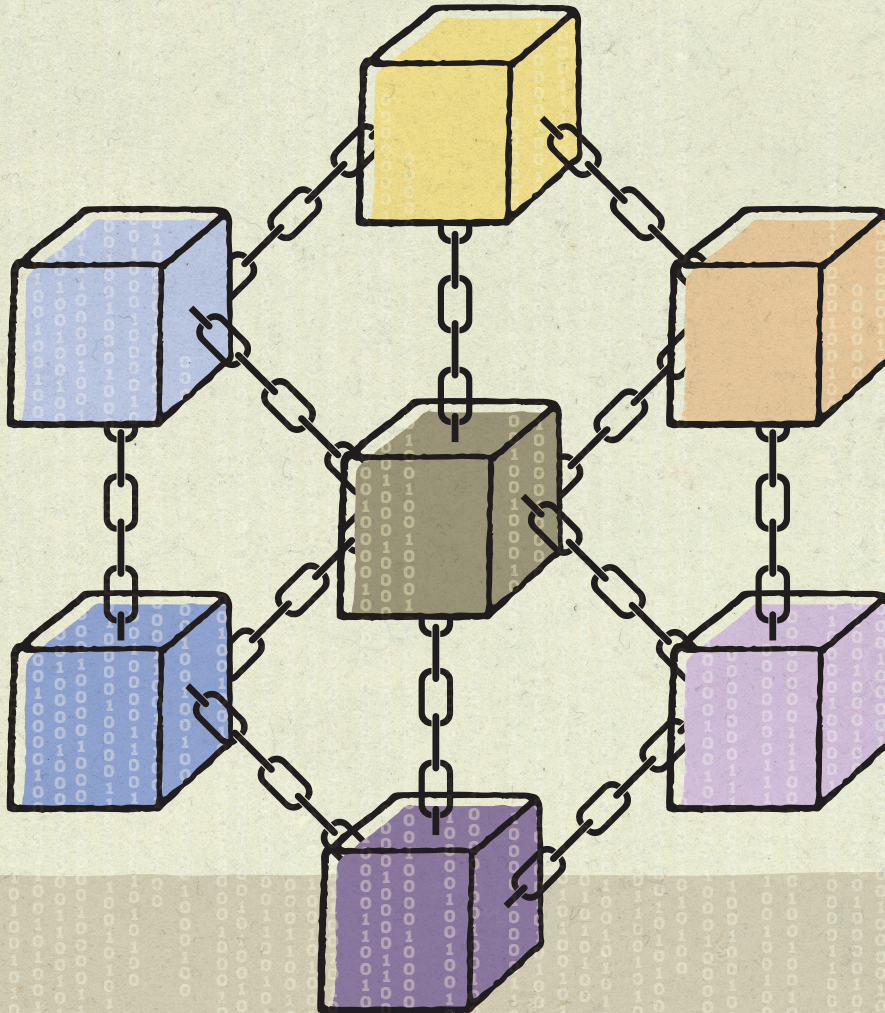
RESEARCH PAPER: “What is the Potential of Blockchain Technologies in Responding to Challenges in Public Services and Public Administration in Georgia?”

GOAL: To review blockchain technology and its potential to offer better governance and state of the art services for public administration in Georgia

Blockchain is a digital database containing information that can be simultaneously used and shared within a large decentralized, publicly accessible network. It is a new philosophy with a technology behind it, for offering better governance and state of the art services in public administration in Georgia

RECOMMENDATIONS:

- Support proper understanding among policymakers on philosophy, solution and emerging risks associated with blockchain
- Develop understanding of the value proposition of blockchain for the new generation e-governance system
- Realize the need for efficiency and elimination of duplications in Georgian e-governance system
- Exchange practices in application of blockchain pilots in public sector
- Engage policymakers and private sector in the discussions to allow Georgia to take a global lead in offering the platform of such experience sharing



Policy Research Group - BTKK

MAY 2018 – NOVEMBER 2018

RESEARCH PAPER: “Provision of Public Services and Effectiveness of Ethnic Minority Engagement in Georgia”

GOAL: Study the level of satisfaction with the efficiency and quality of the services offered by the Public Service Halls and Community Centers in the compactly settled municipalities by local, ethnic Azeri citizens

KEY FINDINGS:

- The level of awareness on the Community Centers and the Public Service Halls is high
- The level of usage of the services provided by the Marneuli Public Service Hall and Community Centers is high

- Local population is satisfied with the services offered by the Public Service Hall and Community centers, except the village Kabali
- The population of the village Kabali is faced with language barriers while receiving services
- The existing prices of the services provided by the Public Service Hall and the Community Centers are acceptable for the majority of the local population. The price of the biometric passport is however slightly expensive
- The population is less informed about various services (computer/internet, video conference equipment, electronic library) provided in Community Centers



Center for Study of Social Practices (CSSP)

MAY 2018 – DECEMBER 2018

RESEARCH PAPER: "Between the State and the Poor – Social Agents' Views on Targeted Social Assistance Program"

GOAL: To explore the visions of "social agents", on the nature of their work and the problems they encounter in their everyday activities

KEY FINDINGS:

- Social agents do not fully agree with the existing definition of "poverty", but the existing regulations are thoroughly fulfilled
- Social agents often refer to informal practice - in order to fill the indicators in the official procedure, they collect additional information about the family
- Social agents advocate for the idea of granting more discretionary powers to them while assessing poverty levels

KEY RECOMMENDATIONS:

- Grant discretionary authority to the social agents
- Improve working conditions of social agents and increase their salaries
- Conduct information campaign about the social support programme
- Undertake regular research and evaluation of the social support programme



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Disability Research Center Tbilisi State University (TSU)

MAY 2018 – DECEMBER 2018

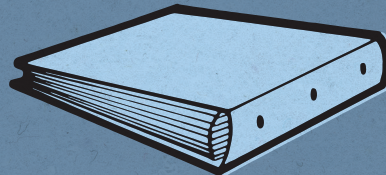
RESEARCH PAPER: “Improving State Services Supporting the Employment of Persons with Disabilities (PwDs) in Georgia”

GOAL: Analyze “state program for promotion of employment services” to PwDs provided by the State Service Agency and develop recommendations for improvement of the services provided



KEY FINDINGS:

- Within the framework of the “state program for promotion of employment services”, the number of disabled people employed by the consultants is small and does not change the general picture of employment for disabled persons in the country
- A significant problem is the retention of people with disabilities
- The state program positively affects the psychological condition of disabled persons – it significantly increases the motivation of employment and socially active life in general
- The program promotes awareness of the disabilities among employers, and in general



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Gori Information Center - Shida Kartli Hub (GIC)

MAY 2018 – JANUARY 2019

PROJECT: “Cooperation between public and civil society sectors for Improved Service Delivery”

GOAL: Improvement of Gori Municipality Services through increased public participation

ACHIEVEMENTS:

- Quantitative and qualitative research to study Gori Municipality Services conducted
- Recommendations to improve existing services developed
- Training on planning and designing services planned



KEY FINDINGS:

Citizens most satisfied with:

- Waste management - 76,7%
- Road maintenance - 76,7%
- Street lights - 74,5%
- Public transport - 72,2%

Citizens least satisfied with:

- Drainage system - 54%
- Care for homeless animals - 38,4%

Least used services:

- Issuance of construction permits - 77,9%
- Libraries - 73%
- Museums - 67,8%
- Financing condominiums - 67,2%

Least known services:

- Civil budget program - (29.3%)
- Supporting and financing talented youth - (16.7%)
- Financing condominiums program - (16.5%)
- Ritual services - (16.5%)

Priority area for budgeting:

- Medical support – 56.6 %
- Social support – 43.8%

Differences in priorities areas between city and village:

- Local road:
Village - 31,3% City - 7,1%
- Drinking water:
Village - 21,6% City - 2%
- Street lights:
Village - 12,5% City - 1,5%



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Institute For Development Of Freedom Of Information (IDFI)

MAY 2018 – DECEMBER 2018

RESEARCH PAPER: “Role and Capacities of Public Training Institutions on the Professional Development System of Civil Servants of Georgia”

GOAL: To examine the professional development capacities of public and private training providers and facilitate involvement of civil society and other stakeholders in the formation of public policies related to professional development in the civil service

“Public institutions currently do not have a leading role in the professional development process of civil servants,” a civil servant

“Information on professional development needs is available, although, training programs are not usually implemented based on these needs,” a civil servant

CHALLENGES:

- Financial resources needed for professional development programs are not identified in advance

Number of beneficiaries of 7 state training institutions in 2015-2017



■ სახელმწიფო სასწავლო დაწესებულებების ბენეფიციარების რაოდენობა 2015-2017 წლებში

- Necessity to further enhance the Government Decree on Professional Development of Civil Servants
- Lack of minimum uniform standards for quality assurance of additional professional development programs of civil servants
- Lack of cooperation and involvement of public training centers in the process of determining the needs and planning of professional development

RECOMMENDATIONS:

- Ensure allocation of necessary funding for professional development of civil servants
- Define minimum knowledge standards for basic training program listed by the Decree
- Improve methods for defining professional needs of civil servants; plan training programs based on pre-defined needs
- Establish minimum quality assurance standards for additional training programs
- Reach an agreement on accreditation process, to ensure simplicity and flexibility of the process
- Data on beneficiaries and existing training programs is processed in a uniform manner and available
- Introduce leaning-by-doing teaching methods
- Create distance learning programs
- Inform and engage private educational institutions



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