

## **Application of the Principles of New Public Management in Georgian Reality**

Nino Dolidze, Professor

Georgian Institute of Public Affairs, School of Government, Georgia

### **Abstract**

During the last two decades Georgia has been undergoing drastic changes in civil service, as well as other spheres of public life, economic, social etc. Adherence to the democratic principles requires fundamental reforms in public sector. The presented paper is an attempt to summarize the major tendencies of Public Administration Reform and present two major approaches to the new Civil Service Code, advantages and disadvantages. The first considers public service as an integrated system of ranking, social and legal protection, functionary capacity and benefits.

The other is based on the New Public Management theoretical prepositions, being oriented toward marketization of public organizations, engagement of governmental offices into competitive labor market, recalling in particular the New Zealand model of NPM.

The discussion also covers reforms in the executive branch, local government, issues of power distribution and administrative and fiscal decentralization, as well as importance of the civil society engagement in policy-making processes for the democratic development of the country.

### **Introduction**

The history of Georgian State counts tens of centuries. Development of the civil service system can be traced back to the early middle ages. Two major dichotomies, emphasized by Woodrow Wilson as central issues of Bureaucratic system and remaining critical to the science of public administration even in modern times, were revealed in the ancient Georgian historical documents: vertical distribution of power between central and local structures and differentiation of political and administrative, professional positions, defining first as members of a legislative or deliberative body and the latter as active “work-doers”, or executives<sup>1</sup>. Political office would normally be inherited by the nobles or granted by the monarch, while Bureaucrats were appointed according to their professional skills and expertise, the features, which after the centuries Max Weber will identify as characteristics of

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<sup>1</sup> Javakhishvili I. History of Georgian Nation (in Georgian), vol. IV, Tbilisi, 1978, pp.46-57

“rational Bureaucracy”.

During the period of Russian annexation Georgian society experienced alienation from the legal authority; any authoritative power was associated with the occupants and considered anti-Georgian, hostile; consequently untrusty attitude toward public servants and governmental systems became a “bone tone” for the elite of the country. Those who had to serve as a part of the system exercised inaccurate and irresponsible attitude toward their duties. Personal interests were placed higher than governmental. Actually all public and private issues were solved through traditional (consanguine) or charismatic (national movement leaders, so-called dissidents) social structures<sup>2</sup>.

First document regulating the governmental system was Georgian constitution of February 21 1921, an attempt to organize the structure on the principles of rational Bureaucracy and establish the rule-of-law. But these very first steps toward state building in the contemporary era were suppressed by the intervention of the Soviet Army on February 25 1921, presaging 70 years of stagnation.

Independence regained in 1990 became a real challenge for Georgian people. Underdeveloped civil society, lack of political culture, destroyed social structures and economy was no help for the country claiming to become a state – an integrated member of the civilized international community. At the first stages of establishing independent governmental institutions creation of the proper civil service was one of the most problematic issues. Georgia faced market economy with the extremely low level of productivity; Official institutions were collapsed, the state was unable to control the situation and created rich soil for informal, or even illegal structures to flourish. Considering the high level of unemployment, the state was not planning any changes in public personnel system, although the exaggerated number of governmental employees plus ridiculously low wages naturally lead to the “spoil system”, with corruption, informal benefits for officials, nepotism etc. Protectionist system became powerful and sustainable mechanism of execution of power within the country on central and especially local levels.

The situation drastically changed in 2004, when new structure of the government was presented. But three years before it, before the revolution, the first attempts were

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<sup>2</sup> D. Zardiashvili. A. Svanishvili. I. Chitaladze, Civil Service, p. 90. Tbilisi 2004

made: One of the considerable issues which is regarded as a basis for well-functioning of any state is proper arrangement of the civil service system. The good basis for it was created by development of the General Administrative Code in 2001. The main benefit, that the Code would bring, was limitation of rights of civil servant at the expense of a citizen. This was an important step toward establishment of the rule-of-law state.

The Code guaranteed access to the public information for the citizens – one of the main principles of democracy, ensuring participation of the population in policy-making process. The Code made functioning and structure of governmental organs transparent, including personnel management, budgeting, decision making process, at the same time delivering one more mechanism for citizens involvement in legislation process – through attending sessions of collegial organs on central (parliament) as well as local (city council) level<sup>3</sup>. Consequently, the Code was intended to support development of the educated, informed and politically matured civil society. Although it should be mentioned, that due to corruption in the governmental structures, social and economic crisis and lack of political will as well as absent of proper mechanisms of enactment the Code has not been really executed before the Rose Revolution.

### **Reforms in Public Administration System**

After the revolution in 2003, the new government set as a priority reforms in public service system. It is only since then we can talk about consistent reforms in the sphere of public administration. In fact, it can be considered as a basis for the reforms in any other, economic, political, or social spheres. The overall goals of the reforms can be defined as following:

- creation of effective management mechanisms for public organizations
- introduction of the mechanisms of effective public personnel management, including hiring, firing, promotion and other procedures
- establishment of the principle of fair and equal treatment of the citizens by the

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<sup>3</sup> Civil Service Code of Georgia;  
[http://www.parliament.ge/index.php?search\\_string=civil+service+code&sec\\_id=18&lang\\_id=ENG](http://www.parliament.ge/index.php?search_string=civil+service+code&sec_id=18&lang_id=ENG)

public bodies.

- encouragement of political neutrality of the Bureaucracy responsible for implementing and delivering public service.
- Introduction of the public-private partnership and governmental outsourcing principles in delivering public services
- establishment of the merit based system through the Civil Service Code,
- decentralization of power and empowerment of local government
- restructurization of the executive branch, including creation of new ministries or state ministers' offices, merge of several executive organs, considerable changes in law enforcement structures.
- encouragement of citizens' engagement in decision-making process and enhancement of governmental accountability.

The very first considerable acquisition of the revolutionary government was creation of the State Register<sup>4</sup>, which opposed the old and obsolete Bureaucratic system inherited after the soviet past. First time in the history of Georgian public service the Register introduced the principle of “a single window”, meaning that the whole official documentation on each citizen could be collected, saved and, what is more important, accessed in one place, as opposed to the old system, when in order to get a single paper one would have to try to get his/her file from various different Bureaus, offices, bribe tens of officials and still end with no success.

By the Presidential decrees the Council for Civil Service and Civil Service Bureau were created in 2004. The Council is the President's advisory panel, which aims at supporting and providing fundamental changes in civil service. The council consists of 12 members evenly representing legislative, executive and judicial branches on central and local levels<sup>5</sup>. The Council is presided by the President. It regulates state policy in public service field and sets and controls execution of the main principles of civil service, including political neutrality, equal treatment and enhancement of citizens' trust toward the government.

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<sup>4</sup>Law on State Register of Georgia, 2001

[http://www.parliament.ge/index.php?lang\\_id=GEO&sec\\_id=69&kan\\_det=det&kan\\_id=2697](http://www.parliament.ge/index.php?lang_id=GEO&sec_id=69&kan_det=det&kan_id=2697)

<sup>5</sup> The presidential decree No 710 on August 16 2004

The Civil Service Bureau was created as a legal entity subordinated to the President<sup>6</sup>. The head of the Bureau is appointed by the President. The Bureau is responsible for supporting Public Administration Reform by relevant researches, academic grounding, development of educational programs in public sector, provision of the Civil Service Council with appropriate expertise and technical support.

Several other new bodies were established in order to regulate reforms in governmental policy, such as the Governmental Committee on Effective Governing System and Territorial Arrangement<sup>7</sup> consisting from the representatives of governmental, as well as NGO sector and aimed at coordinating reforms on regional and local levels. On December 31 2004 a State Minister's office on Reforms Coordination was created. The office is responsible for implementation and coordination of economic, legal, structural and institutional reforms, development of anti-corruption policy<sup>8</sup>.

The State Minister is authorized to coordinate development and implementation of the anti-corruption strategic plan covering issues related to the public sector reforms<sup>9</sup>. Some of the first steps in Public Administration Reform implied fundamental reorganization of the public personnel system and elimination of unnecessary and redundant agencies. But according to the report of TI of 2006, successful implementation of the reforms was hampered by the parallelism in structures responsible for them, time constraints as well as ineffective coordination. As a result, we can name several examples: In the period of January 2004 – July 2005 the Ministry of Environment Protection and Natural Resources reduced its cadres for 44%, while the Customs department – for 23%, at the same time the Ministry conducted reorganization only twice, while the Customs had to conduct structural

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<sup>6</sup> Presidential decree No 471, October 29 2004

<sup>7</sup> Presidential decree No 637, July 22 2004

<sup>8</sup> Report of Transparency International Georgia, 2006, *Reform of Georgian Public Service, Large Corporation or Competitive market*, p. 2  
[http://www.transparency.ge/files/215\\_275\\_922326\\_Cicil%20Service%20Reform%20\[Geo\].pdf](http://www.transparency.ge/files/215_275_922326_Cicil%20Service%20Reform%20[Geo].pdf)

<sup>9</sup> Presidential decree No 155, March 28 2006

changes six times<sup>10</sup>.

According to the research of Civil Service Bureau, the governmental agencies on central level employ different systems of managing human resources, including hiring, personnel management, qualification etc. Moreover, different agencies use different ranking and functional benefits systems for the similar positions. For example: the average salary for the head of department in the ministry of finance is twice as much as compared to the same position in the ministry of culture and sport<sup>11</sup>.

The governmental strategy in this direction covers the following important issues:

- a. elaboration of the action plan for Public Administration Reform
- b. structural differentiation of the positions in the public service system responsible on one hand for policy formulation and on the other – for policy implementation
- c. identification of necessary qualifications and duties for each position in public service
- d. creation and periodical update of the public service database
- e. improvement of the competitive environment in public service.

The Bureau coordinates work of the HR departments within the ministries and governmental agencies to establish standards of Personnel Management. To promote planning and employment process, educational courses and specialized trainings are being developed. Qualification exams for public positions will be introduced. It should be mentioned, that the Bureau cooperates with international partners (international consulting firm SHL) and donors (UNDP and the World Bank). Two major activities carried by the Bureau are

- establishment of the integrated system of personnel management
- development of the draft Civil Service Code

Introduction of the integrated Civil Service Code is the first and foremost priority for effective regulation of the sector. Besides, the new code will reflect changes and dynamics of the governmental structures for the last decade, as well as address those

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<sup>10</sup> Report of Transparency International Georgia, 2006, *Reform of Georgian Public Service, Large Corporation or Competitive market*; p. 3

[http://www.transparency.ge/files/215\\_275\\_922326\\_Civil%20Service%20Reform%20\[Geo\].pdf](http://www.transparency.ge/files/215_275_922326_Civil%20Service%20Reform%20[Geo].pdf)

<sup>11</sup> see table 2 on the statistics of public service reform

problems and bottlenecks, which our government faces today.

Two different approaches to the Public Administration Reform were developed by the two groups within the government. It should be mentioned that the first group is mainly comprised by the civil service council and several members of parliament. The second group is consolidated around the State Minister and involves mostly executives. The first approach considers the public service as an integrated system of ranking, social and legal protection, as well as functionary capacity and benefits. We can refer to it as a protectionist model<sup>12</sup>.

The other model is purely based on the New Public Management (or Reinventing Government) theoretical prepositions, being oriented toward marketization of public organizations, engagement of governmental offices into competitive labor market, recalling in particular the New Zealand model of NPM. The experts – proponents of the second model emphasize the importance of the following theoretical principles: public choice, new institutional economics, principal agent theory, transaction cost theory and new public management theory, minimisation of the government through increasing its efficiency, outsourcing and privatisation, which are basically reflected in the newest trends of New Zealand Public Administration Reform, as well as implanted in PA Systems of countries like US and UK<sup>13</sup>.

The expert of GIPA, Giorgi Margvelashvili, summarizes the NPM trends in Georgian Public Administration Reform as following:

“Theories of outsourcing and radical privatisation of all the services that can possibly be commercialised is based on assumption that market economy is able to provide better service, is more efficient and is not a subject to corruption versus government-owned enterprises or services. In respect of services that cannot be outsourced or privatised by its essence, the new public management theory applies innovative criteria of efficiency in respect of services that it is entitled to provide to the citizens.

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<sup>12</sup> Report of Transparency International Georgia, 2006, *Reform of Georgian Public Service, Large Corporation or Competitive market*; p. 6  
[http://www.transparency.ge/files/215\\_275\\_922326\\_Cicil%20Service%20Reform%20\[Geo\].pdf](http://www.transparency.ge/files/215_275_922326_Cicil%20Service%20Reform%20[Geo].pdf)

<sup>13</sup> Interviews with the experts – representatives of the governmental and non-governmental entities conducted by the Policy Research Center of GIPA, within the frames of the Research Project: "Country Governance Analysis - Impact of Civil Service Reforms"

This is a principally new way of measurement of government effectiveness, borrowed from business approach and putting emphasis on efficiency versus accuracy of conduct.

This kind of new theoretic approach to the ends of the government reshuffles all the routine of hiring, oversight, budgeting etc. The new key player is a hired manager; he/she becomes the principle decision maker, innovator and moving force of the services provided by the government. A Manager is hired for a certain task, which in new context is viewed as deliverable to the citizen. The manager is responsible for good quality, cost-effectiveness and efficiency of providing of this deliverable. He/she is measured not on accuracy of conduct, but on efficiency of outcomes and outputs.”<sup>14</sup>

The experts – proponents of the NPM approach believe that this kind of approach to the functions and ends of the government minimises corruption, stimulates private sector, increases government efficiency and emphasises its function as service-provider. The system has to be effectively regulated in respect of anticorruption and oversight as well as citizen engagement as a principle service-recipient agent.

According to their view, Georgian Government in sharing this vision in its reform strategy. Processes that indicate and stimulate this vision of the Georgian government are: privatisation in economy, voucher-oriented education system reform, initiation of health-reform. They believe that main supporter of this theory and driving force for this kind of Public Administration Reform is the State Minister’s office on Reforms Coordination. International assistance delivered to the Georgian government in the process of this reform should be in:

- experience sharing from practitioners from countries like New Zealand, US and UK, who worked in new public management theory trench;
- introduction of e-governance components;

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14 Georgian Institute of Public Affairs, Policy Research Center Research Project: "Country Governance Analysis - Impact of Civil Service Reforms"

- enhancement of management-education units<sup>15</sup>.

Subsequently with the different approaches, two versions of the Civil Service Code have been drafted. Three major issues are discussed by the both parties:

- a. level of legal regulation
- b. economic, social and legal protection of the civil servant
- c. system of wages and functionary benefits (i.e. insurance, pension and other).

The issue that proponents of both approaches agree on, is the necessity to introduce an integrated Civil Service Code, which will be free of number of regulating norms disturbing effective functioning of public sector. The new code will define general principles of public service and restrict illegal activities for public servants. The code will also envisage several management models, which different public organizations will select according to their own considerations.

In the debate of merit vs. carrier based PA system, the experts are mainly supporting merit-based approach, arguing that:

- a. carrier based approach is based on loyalty and trust of the government policy/stability, which has been extremely fluid in Georgian reality and it will take years till Georgian public servant really trusts the system;
- b. currently Georgian state is, and in nearest future also most probably will be rapidly evolving and developing, with changing needs and capacities. Creating carrier-based stable PA system in this context is wrong, since today we have limited knowledge about the changing needs in future;
- c. we are not ready to pay market price for existing jobs, and if we want to get the best rather than stagnated part of professionals, we should be looking at the fluid model of employment, where the best of the workforce stay with the government for carrier and/or patriotic reasons for short periods of time, but do not view their life-long employment if the government.

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<sup>15</sup> Interview with the director of the NGO “Liberty Institute”, L. Ramishvili, conducted by the head of the Head of the GIPA Policy Research Centre G. Margvelashvili

So to say, the first approach is based on terms of employment, hiring/firing, salary ranges, hierarchy, rules of rank and rules of precedence, regulations on establishing and abolishing structures or substructures of the public administration system; basically the draft code presented by its proponents (Civil Service Bureau and Parliament members) is a labour code, code of conduct and organisational procedures of public administration system. At the same time, their opponents think in different terms – not on the end of public administration, but on the end of deliverables of the system. The determinative factor for these people is not the public administration itself but the efficiency of the system and the capacity in which it can deliver.

Thus, the two groups are talking about different philosophies and even about ends of a major system. They want to apply different models with different logic. First argue for a Baltic model, because Baltic States have the same Soviet past as Georgia and are size-wise of the same magnitude. While the latter, on the other hand are trying to apply New Zealand model because it's the most contemporary and advanced and result-oriented system, suggesting that if one could start from the scratch the way to go should be the New Zealand model of administration<sup>16</sup>.

### **Reforms of the Executive Branch**

Another important direction of Public Administration Reform is fundamental restructurization of the executive branch. After the revolution considerable changes have been introduced. In order to increase effectiveness of the executive agencies on the central level and avoid parallelism of functions as well as aggravated Bureaucratic mechanisms, several ministries have been merged. In frames of the reforms, general priorities of the ministries have been set as following:

- Strengthen work and stir up activity in their specific competence field;
- Upgrading and re-training of their employees;
- Computerization of management system and whole ministry, creating data bases;
- Approach closely to international and European standards;

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<sup>16</sup> Interviews with M. Gogorishvili, MP, L. Ramishvili, K. Benduqidze State Minister conducted by the head of the Head of the GIPA Policy Research Centre G. Margvelashvili

- Participation in implementation of international treaties according their competences;
- Creating Minister's temporal advisory board;
- Preservation and rehabilitation, also increasing of existing material base.
- Improvement legislation relevant to activities of each ministry.

### **Reforms on the Local Level**

The central issue of territorial integrity remains unsolved due to the external factors in Georgian reality. At the same time, the reforms in local government system address many critical problems, which are more or less regulated on the central level: involvement of population in decision making process, transparency of local government activities, level of professionalism of governmental employees, protectionism and corruption etc. The main directions of the reforms can be identified as following:

- decentralization and creation of effective local government bodies;
- development of civil society and NGO sector.
- fiscal decentralization through participation of the population
- promotion of transparent, trustworthy and accountable government on local level

Independent experts consider the decentralization policy as one of the most successful activities of the new government<sup>17</sup>. Truly effective and democratic government should be realized on central and local levels adequately. But lack of the mechanisms of democratization on local level often bumpers the processes. That was the main reason why in 2005 a new law on local self-governance was enacted. The law significantly reduced number of self-governance units (from 1034 to 69) and substituted three-level model (central, local and self-government, when every city or village/community was considered as independent self-governing entity) by two-level

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<sup>17</sup> Report of the Transparency International Georgia, 2006; Where we are: Different views on achievements and challenges in Georgia, p. 4  
[http://www.transparency.ge/files/215\\_275\\_454366\\_Successes%20and%20Challenges%20Since%20Rose%20Revolution%20\[Geo\].pdf](http://www.transparency.ge/files/215_275_454366_Successes%20and%20Challenges%20Since%20Rose%20Revolution%20[Geo].pdf)

model (central and local government, only 4 cities maintain the statute of self-governing entities)<sup>18</sup>. The advantages of the new system are obvious: the numerous and minuscule entities of self-government could not execute even elementary functions and the necessity to reduce their number have been quite often mentioned by national and international experts. They emphasize, that the new integrated system of local government has considerable potential for economic and political development, taking into account the fact, that political pluralism is possible only in large community. Besides, integrated system will reduce governmental expenses and support development of an active civil society.

In this regard the Civil Service Bureau in the frames of reform can cooperate with educational institutions and training centers to develop relevant academic programs and training module for local government employees and employ NGO representatives to assist municipalities and other agencies in establishing competent, experienced and effective organizational management.

Responsiveness to the political officials and accountability before the population guarantee development of the proper public service system.

The project prepared by one of the non-governmental organization on the rule-of-law suggests the following steps in order to enhance democratic development of the country:

- increase citizens' participation in governmental processes; realization of the role and importance of well-educated civil society in the further development of the state
- through legislative changes establishment of guarantees and mechanism for human rights protection
- support of the reforms conducted in the judiciary system and increase transparency of the process

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<sup>18</sup> Organic Law of Georgia on Local Self-government, amendments  
[http://www.parliament.ge/index.php?lang\\_id=GEO&sec\\_id=69&kan\\_det=det&kan\\_id=2733](http://www.parliament.ge/index.php?lang_id=GEO&sec_id=69&kan_det=det&kan_id=2733)

## Application of the Principles of New Public Management in Georgian Reality

- improvement of the financial management practices in public sector through enhancement of transparency, involvement of the civil society and increase of the efficiency of legislation
- strengthening of local government bodies and support of the reforms in public administration
- involvement of civil society in the legislative process<sup>19</sup>

### **Conclusion:**

During the last two decades Georgia has undergone serious changes and reforms almost in all spheres of public life. In the presented paper we tried to concise to the reforms in public administration field; but every state is a living organism and changes in one sphere naturally cause dramatic changes in others. This presentation was an attempt to draw a general picture of the political life in Georgia and summarize those failures and success stories, which every country faces on the way of democratic development.

### **Appendix 1**

#### **Statistics of the Public Administration Reform**

#### **Reorganization in public personnel management, reduction of Bureaucracy in the central governmental agencies, January 2004 – July 2005**

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<sup>19</sup>Open Society Georgian Foundation, Program on the Rule-of-Law and Public Administration, Strategy for 2006-2008 [http://osgf.ge/data/file\\_db/Programs/RLPA\\_oQnnXxKe.pdf](http://osgf.ge/data/file_db/Programs/RLPA_oQnnXxKe.pdf)

Public Sector: Restructuring strategies, consequences – trends, evaluation

<b>Ministry/Governmental agency</b>	<b>Public personnel reduction (percentage)</b>	<b>Number of conducted reorganizations</b>
Ministry of Labor, Health and Social Affairs	21	1
Ministry of Finances	14	5
Ministry of Agriculture	15	2
Ministry of Education and Science	25	1
Ministry of Environment and Natural Resources	44	2
Ministry of Foreign Affairs	10	-
Ministry of Refugees and Settlement	-	3
Tax department	19	1
Customs department	23	6
Governmental Chancellory	15	2
Average index for the central governmental organizations	18	2.13

Source: Personnel Management Practice in the Central Governmental Institutions of Georgia: Reforms after 2004 (PHRD grant: “Program on the reform of public sector, September 2005)

**Appendix 2. Positional wages of the central governmental institutions (in GEL)**

Positions Ministries	Main public position	Leading public position			Senior position	public position	public position
	Deputy minister	Head of department	average	Head of administrative department	average	Senior specialist	average
Ministry of Labor, Health and Social Affairs	1950	1000	914	600	610	400	347
Ministry of Refugees and Settlement	1950	1100	967	900	660	380	327
Ministry of Finances	1950	1400	1300	900	875	700	600
Ministry of Agriculture	1950	1300	940	-	575	450	375
Ministry of Education and Science	1950	750	700	550	375	200	175
Ministry of Culture and Sport	1950	700	667	400	485	300	275
Ministry of Environment and Natural Resources	1950	800	750	680	530	400	323
Ministry of Energy	1950	1350	1120	900	713	500	425
Ministry of Foreign Affairs	1950	1136	1017	650	533	420	370
Ministry of Economic Development	1950	1200	1025	800	700	500	450

Source: Personnel Management Practice in the Central Governmental Institutions of Georgia: Reforms after 2004 (PHRD grant: “Program on the reform of public sector, September 2005)

### Appendix 3

#### Executive branch

##### President

legislative initiative, appoints judges proposed by the Council  
of Justice

##### President's office

##### Prime Minister

Cabinet of Ministers	
Ministry of Education and Science	State Minister for Conflict Settlement
Ministry of Finance	State Minister for Reforms Coordination
Ministry of Justice	State Minister for European and Euro-
Ministry of Environment Protection and Natural Resources	Atlantic Integration, State Minister for Civil Integration
Ministry of Labor, Health and Social Affairs	
Ministry of Economic Development	
Ministry of Culture and Sport	
Ministry of Internal Affairs	
- Law Enforcement Agencies	
Ministry of Foreign Affairs	
Ministry of Agriculture	
Ministry of Refugees and Settlement	
Ministry of Defence	
Prosecutor General	

Note: Each Ministry has its regulation committee in government. The main aim of each committee is a general regulation of each field, in which budget process is naturally included. The members of the committee are selected according to the field of each Ministry. However, there are certain members who actually are on all field discussions. Members of the committee are Ministers, Deputy Directors, Counselor of Prime Minister, Representatives of Chancellery and persons who are experts in each concrete field. Mostly the difference in membership determines the latter, as different field needs different types of experts or specialists. As for “constant” members, they are: Prime Minister, Minister of Finances, Ministry of Economic Development, State Minister for European and Euro-Atlantic Integration, Vice Prime Minister State Minister for Reforms Coordination, First Deputy Director of the minister of Economic Development, Counselor of Prime Minister (secretary of the committee), the secretary of the Head of the Chancellery of government. The Deputy Directors change in different committee.

## Application of the Principles of New Public Management in Georgian Reality

Source: <http://www.government.gov.ge/eng/mtavroba1171350436.php>

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### **Civil Code**

[http://www.parliament.ge/index.php?lang\\_id=GEO&sec\\_id=69&kan\\_det=det&kan\\_id=329](http://www.parliament.ge/index.php?lang_id=GEO&sec_id=69&kan_det=det&kan_id=329)

### **Civil Service Code of Georgia**

[http://www.parliament.ge/index.php?search\\_string=civil+service+code&sec\\_id=18&lang\\_id=ENG](http://www.parliament.ge/index.php?search_string=civil+service+code&sec_id=18&lang_id=ENG)

### **General Administrative Code**

[http://www.parliament.ge/index.php?lang\\_id=GEO&sec\\_id=69&kan\\_det=det&kan\\_id=215](http://www.parliament.ge/index.php?lang_id=GEO&sec_id=69&kan_det=det&kan_id=215)

### **Law on Public Service**

[http://www.parliament.ge/index.php?lang\\_id=GEO&sec\\_id=69&kan\\_det=det&kan\\_id=116](http://www.parliament.ge/index.php?lang_id=GEO&sec_id=69&kan_det=det&kan_id=116)

### **Law on State Register**

[http://www.parliament.ge/index.php?lang\\_id=GEO&sec\\_id=69&kan\\_det=det&kan\\_id=2697](http://www.parliament.ge/index.php?lang_id=GEO&sec_id=69&kan_det=det&kan_id=2697)

### **Organic Law of Georgia on Local Self-government, amendments**

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