



## Governance and Democracy

## Public administration

### The challenge

The state is the main driver and bears primary responsibility for development processes. Public administration is the interface between the state and society. In this role, it faces a dual challenge. On the one hand, services must be provided efficiently; they must be geared to meeting needs and delivered to the satisfaction of the citizens. But more importantly, they are subject to quality criteria such as transparency, integrity, legitimacy and the rule of law. Modern and ethical public administration is a prerequisite for meeting both challenges.

As the core element of good governance, reforms aim at improving procedures, processes, structures and management skills in administrations in order to enhance the integrity, efficiency and effectiveness of state action. The paradigm here is the citizen-oriented and value-oriented state. Public administration reforms enable partner countries to comply with international agreements transparently and efficiently over the long term. Administrative reforms are political processes, and although their objectives are seldom in question, the content can often only be agreed through negotiations. Steering the reform strategy and including different actors at different points in the reform process are key challenges.

### Our approach

We support reform efforts that strengthen states in the performance of their core functions. This involves establishing administrative structures and procedures that promote and secure the rule of law, awareness of responsibility, trustworthiness, performance capability, transparency, and integrity and citizen orientation. We help modify processes, introduce quality standards and results oriented work practices, and improve regulations and incentives systems in public service..

Public administrations are not only assessed in terms of adherence to standard rules and achievement of political targets, but also by whether they pursue a value-driven approach in their work.

As well as offering specialised consultancy services, we advise on the strategic implementation and management of reform processes and the implementation of results oriented management methods.

**Corruption** undermines trust in **administrative bodies** and hinders effective state action. Through our reform approaches, we enhance integrity and transparency in public administration.

### Our services

- **Managing and coordinating reforms**  
Advisory services that enable key government bodies to better manage and coordinate administrative reforms are central to our approach. We support administrative schools as a means of promoting professional and modern standards of public service delivery. We also structure administrative reform funds in order to offer demand-oriented and flexible political advice on reform processes.
- **Reforming public service**  
The public service sector is an important part of administrative reform. We have extensive experience in advising public service commissions and the ministries responsible for structuring career paths and reforming regulations in public administration.



- **Designing national procurement systems**  
We assist our partners in establishing and structuring procurement agencies and systems as part of administrative reforms, at the same time reducing the risks of corruption. We offer both technical and organisational advisory services.
- **Administrative instruments, administrative culture and focus on results**  
We have gained extensive experience in many countries and have developed approaches and instruments that enable public administrations to achieve targets and measure specific results.

### The benefit

Administrative reforms make a decisive contribution to state modernisation. States are supported in independently formulating and implementing poverty reduction policies. They benefit from an outstanding network of short and long term experts. Through our active involvement in national and international fora and close contact with public administration faculties at universities and administrative schools, we help shape and develop the international debate on new advisory approaches for good governance and administrative reforms. Our experience and services are presented in various fora and publications. Together with the high technical quality of our advisory services, our partners also receive strategic and political support in formulating and implementing reform processes.

### An example from the field

Azerbaijan is facing great challenges. Government administrative structures cannot perform all their tasks effectively; the state is relatively weak vis-à-vis informal and traditional institutions in the field of politics and in the private sector, and it has limited ability to provide stable framework conditions and deliver necessary services to the population.

GIZ is advising the Azerbaijan Civil Service Commission (CSC) on increasing transparency and professionalism in the public service sector. CSC has limited technical and strategic capacity to perform its management functions. The challenge is to improve and coordinate networking between governmental and non-governmental actors, and to implement the code of conduct. Advisory services on internal CSC processes are improving the performance capability and organisational culture.

For this task, GIZ is able to draw on its experience in administrative reforms, gained for example in South Africa. There, all the ministries follow a uniform personnel strategy in their human resources planning and selection. The performance of the ministries can be compared using 140 key criteria relating to finance and personnel.

### Contact

Michael Rösch, Tobias Ehrhrit  
E [michael.roesch@giz.de](mailto:michael.roesch@giz.de), [tobias.ehrhrit@giz.de](mailto:tobias.ehrhrit@giz.de)  
T +49 6196 791452, +49 6196 79-3361  
I [www.giz.de](http://www.giz.de)

### Imprint

Publisher  
Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH

Dag-Hammarskjöld-Weg 1-5  
65760 Eschborn, Germany  
T: +49 61 96 79 0  
F: +49 61 96 79 1115  
E: [info@giz.de](mailto:info@giz.de)  
I: [www.giz.de](http://www.giz.de)