



## Governance and Conflict

# Public administration and integrity

### The challenge

Efficient, transparent, accountable public administration is key to ensuring a properly functioning state. In addition, it is an important factor in making a state internationally competitive. It is impossible to provide public services and promote sustainable economic development without properly functioning administrative structures and processes.

In many developing countries and emerging economies, as well as industrialised nations, public administration structures, procedures and processes are unclear, over-regulated or non-existent. In some cases there is also a lack of institutionalised incentives to use the pertinent procedures, while in others the organisational and human resources available in public services are inadequate. The situation is frequently compounded by corruption, patronage and unethical conduct. The voice of civil society is often ignored. Within the scope of efforts to move closer to the European Union, partner countries must align the organisation, structure and operations of their administrative systems with EU standards (or *acquis communautaire*, as the existing body of EU legislation and regulations is known), and ensure that the new standards are actually implemented.

On behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH supports its partners in reforming their national and sub-national administration, so as to encourage the state to exercise power and use public resources responsibly.

### 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 capacity, transparency,

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 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 and procurement systems.

### Our services

#### Establishing and strengthening enabling institutional and legal environments

We support the initial establishment of public administrations and procurement systems in countries like Afghanistan and South Sudan. Over and above this, we advise partners on establishing new authorities, such as development agencies in new donor countries. Administrative reforms are multi-level reforms, making vertical and horizontal coordination mechanisms vitally important. The involvement of line ministries, downstream authorities and the sub-national level as of the planning phase results in more coherent policies and more effective implementation. In EU candidate countries we develop coordination capacities, help bring the law of the country into line with the *acquis communautaire*, enhance administrative capacities and put in place negotiating structures. We advise on the development and introduction of standards, especially in the fields of administrative procedures and quality management, and on the



transfer of authority and resources to sub-national local authorities.

### **Strengthening organisation, structures and administrative processes**

We strengthen partner administrations and public procurement processes to ensure that processes are more effective, services provided more rapidly and scarce human and financial resources used more efficiently. We achieve this through optimised organisational structures and core processes, adapting the principles underlying administrative procedures and improving the allocation of responsibility. Transparent, standardised and streamlined administrative procedures and the use of modern e-government instruments make administrations more effective and less prone to corruption.

### **Human resources management and human resources development in public services**

The public service should motivate staff, foster loyalty and thus ensure good service delivery by putting in place incentive structures and an optimised career system. We advise partners on the entire human resources management cycle, from recruitment and appointment to performance assessment and comparison, remuneration and transfers to exiting the public service.

We support human resources divisions in introducing modern human resource management and human resources development methods, including the introduction of internal professional development programmes. We also advise training institutions working for public services on developing courses and teaching materials. We train lecturers and instructors, establish alumni networks and involve our partner institutions in international sectoral debates.

### **The benefit**

Administrative reforms make a key contribution to state modernisation. States are supported in independently formulating and implementing poverty reduction policies. They benefit from our exceptional network of short and long-term experts. Through our active involvement in national and international forums and close contacts to 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**

In Azerbaijan, GIZ is advising the Civil Service Commission (CSC) on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ) on the establishment of a central selection and appointments system. Vacancies in the civil service are published centrally online by the CSC. All applications are submitted to the CSC. With the help of software and a database for applicant tests, first-round applicants receive a randomly generated selection of test questions which are available at certain specially secured terminals within the CSC. The results are automatically added to the electronic application file. In the second round, applicants are interviewed and the results documented. Once a vacancy has been filled, the information and statistics are published.

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Published by  
Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices:  
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Germany  
As of May 2017

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