

National Research University Higher School of Economics

As a manuscript

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The responsibility in the public administration system of Syria and ways to
improve it

PhD Dissertation Summary
for the purpose of obtaining an academic degree
Doctor of Philosophy in Public Administration

Academic Supervisor:
Doctor of Sciences in Philosophy, Professor
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Moscow – 2022

INTRODUCTION

Research rationale. The government system of the Syrian Arab Republic is developing in difficult foreign-policy, economic, social and humanitarian conditions. Thus, only during the first 5 years after the start of hostilities against Islamist groups and organizations (including ISIS) in March 2011 the reduction of Syrian population exceeded 23% (from 22.1 million to 17 million people), the population losses by 2016 amounted to about 250 thousand people killed, more than 60% of employable population became unemployed, the poverty rate exceeded 83%, 2.1 million homes were destroyed, the annual drop in GNP exceeded an average of 10%, and if we talk about the oil industry, the annual oil production drop averaged 20%. For 5 years, inflation has exceeded 300%. The production of food products and the service sector have sharply decreased¹.

This decline continued during the next five years, from 2016 to 2020, although there was also a tendency to slow down the decline and even some recovery in a number of areas. Thus, according to the UNO data provided by the World Bank, by March 2018, about 103 thousand of refugees returned to Syria after a turning point in hostilities². In 2019, inflation slowed to 35%, and the decline of the GDP was replaced by a slight increase of 1.9% (there are no data for 2020 yet, but a natural decline is predicted due to the global Covid-19 epidemic.) In 2020, the terrorism index dropped from 8.1 to 7.8 points, and oil exports increased by 1/3 in total value despite falling prices in the world market³. After the long period of testing, a new "window of opportunity" that Syria should seize is being planned.

The revival of Syria is impossible without improving the national governance system, which, historically, is a management system with a centralized distribution of funds and a top-down (verticalist) mechanism for making managerial decisions. A vertical system is an extreme case of a centralized one, in which all decisions are concentrated from above, and not just controlled from above. Accountability is a part of responsibility, and responsibility is a more complex, including ethical phenomenon. In this study, the vertical bias means that there is a political responsibility, but an administrative responsibility is insufficient. The Syrian state needs to change, to move to a more balanced and flexible system of governance, responding to both internal challenges and large-scale risks and complexities of the recession of the world economy,

¹Gobat, J., Kostial, K. Syria's Conflict Economy. IMF Working Paper, WP/16/123. – 2016. – 29 p. [Electronic resource]. – Access mode: <https://www.imf.org/external/pubs/ft/wp/2016/wp16123.pdf> (Access date: 16.01.2021).

²Shiha, S. The Mobility of Displaced Syrians. An Economic and Social Analysis. International Bank for Reconstruction and Development / The World Bank. – 2020 [Electronic resource]. – Access mode: <https://www.worldbank.org/en/country/syria/publication/the-mobility-of-displaced-syrians-an-economic-and-social-analysis> (Access date: 01.03.2021).

³Trading Economics. Crude Oil Production in Syria remained unchanged at 35 BBL/D/1K in June from 35 BBL/D/1K in May of 2021 [Electronic resource]. – Access mode: <https://tradingeconomics.com/syria/crude-oil-production> (Access date: 01.03.2021).

the pandemic, the degradation of trade relations between countries and the sharp decline of population mobility. These changes are necessary because the advantages of a vertical control system can be used under martial law, but this bias needs to be corrected in peacetime. At the same time, the study showed that, despite the different socio-cultural conditions of the multi-confessional country, all minorities living in Syria except Kurds are in favor of preserving unity.

The study of the ways public administration in Syria is adapted to new, rapidly changing conditions and existing restrictions is one of the relevant tasks of country public administration analytics. At the same time, major researches directed towards exploring the functioning limitations and transformation possibilities of the existing national public administration system have not yet been conducted in Syria. It actualizes the interest in analyzing trends and patterns of Syrian public administration system functioning, especially from the standpoint of developing practical and methodological recommendations for improving the responsibility system in public administration.

According to Weber, the term "state administration" implies that all responsibility for decisions belongs to the state. In connection with the development of the 'new public administration' theory, the concept of "public administration" arises, involving the participation of citizens of the country in governance. At present, the state administration is more important in Syria, because in connection with the military situation, all responsibility is at the level of the political leadership. That is why both concepts are used in the work: when it comes to the existing status of governance, we are talking about the state administration, and when it comes to its shortcomings, we use the term "public administration" (the type of governance to which we should strive). Within the framework of this study, we believe that Syria needs to move from the state administration to the public administration.

A special emphasis on the responsibility system in the study of Syrian public administration is appropriate, since the redistribution of responsibility from the upper political level of decision-making downwards, the decentralization of responsibility can improve the quality of management, flexibly adapt decisions to local situations, in sectors of the Syrian economy, to social life and to spend limited resources on key areas of change better ("point transformations"). The need for the distribution of responsibility, its transfer from top to bottom is recognized by many researchers (Karanatova L.G., Makedoshina N.A.⁴, Kokins G.⁵, Mirskoy V.P., Nekrasov

⁴Karanatova, L.G. Razvitie sistemy otvetstvennosti v sfere publichnogo upravleniya / Karanatova L.G., Makedoshina N.A. // Upravlencheskoe konsul'tirovanie. – 2013. – №1 (49). – S.14–21.

⁵Kokinz, G. Upravlenie rezul'tativnost'yu: Kak preodolet' razryv mezhdru ob'yavlennoj strategiej i real'nymi processami / Kokinz G., Perv. Timofeev P.V., - 4-e izd. - Moskva :Al'pina Biznes Buks, 2017. - 316 s.

V.N.⁶, Antonova L.I.⁷, Manning N.⁸, etc.), as well as international organizations (for example, the United Nations Development Program (UNDP)). These provisions are reflected in the constitutional formulations of the Russian Federation in Article 10 (separation of state power), in part 3 of Article 5 (separation of powers between federal state authorities and state authorities of the subjects of the Russian Federation). In the Constitution of Syrian Arab Republic some principles of the delimitation of powers of public authority are enshrined in the articles 130-131.

That is why further we will understand the responsibility of the state as a complex phenomenon. In the legal sense, the state responsibility is an element of legal status in the implementation of authority in the sphere of public power, which arise from the obligations of the state to its citizens and correspond to their economic, social and cultural rights established by law. In political sense, the state responsibility lies in the open and transparent exercise of power by all elected and appointed leaders, in the presence of feedback from the state and citizens. In administrative sense, the state responsibility means the existence of administrative procedures that set out the state duties and establish substantive and personalized mechanisms and criteria for the effective performance of duties. In ethical sense, the state responsibility is following the moral norms of administrative behavior and the ethical administrative codes. The state responsibility differs from other types of social responsibility because it combines political, legal, administrative, and moral types of responsibility.

The results of the dissertation research showed that Syrian variant is a special, conditioned by objective circumstances case of bureaucratic state model crises, which is characterized by the absence of a comprehensive system of state responsibility. The enhancement of state responsibility through the constitutional reform raises the need for theoretical research and recommendations based on these studies.

Ensuring responsibility for the proper preparation and implementation of taken decisions is one of the conditions for the effectiveness of public administration. This makes it possible to assign responsibility to specific departments, government agencies or institutions. Optimization of responsibility is an increase of state attention and requirements to the quality of public services provided. It is relevant to study the responsibility of state bodies and civil servants at different levels, the impact of responsibility on improving the efficiency of public administration in modern conditions.

⁶Mirskoj V. Publichnoe upravlenie kak integrirovannyj resurs sovershenstvovaniya zhilishchnoj politiki: Monografiya / V.P. Mirskoj, V.N. Nekrasov. Rostov–n/D: YURI–filial RANHiGS pri Prezidente RF, –2012. –105 s.

⁷Otvetstvennost' gosudarstva pered chastnymi licami (opyt kompleksnogo issledovaniya): Monografiya v 2–h tomah / Pod red. L.I. Antonovoj. T. 1. SPb: Izd. SZIU RANHiGS, – 2012. – 840 s.

⁸Menning N. Reforma gosudarstvennogo upravleniya. Mezhdunarodnyj opyt / Menning N., Parison N. // Per. s anglijskogo. – M.: Ves' mir, – 2003. – 495 s.

The dissertation research is devoted to the analysis of the existing responsibility system in the field of public administration in Syria, which, as will be shown, is characterized by imbalance of levels, types and types of responsibility. In particular, there is a low level of responsibility for the results obtained at the lower and middle positions of the state apparatus, while the responsibility is concentrated on the upper (political) "floor" of management. At the same time, the formation of almost all components of the existing state responsibility system is associated with specific modern conditions of Syrian Arab Republic. In current conditions, in order to improve the efficiency of public administration, it is reasonable and relevant to introduce a multi-level responsibility system founded on clear principles and using its various forms, methods, and criteria of responsibility based on "point" (with emphasis on individual, particularly important areas and activities) management, taking into account local priorities, rational use of limited resources available to the public administration and implementing the appropriate distribution of powers. In context of the study's aim, the "point" management is a management in conditions of resource constraints, meanwhile the available resources should be allocated purposefully to solve particular problems of certain territories and economy sectors. In addition to citizens' surveys, we used such research methods as statistical data analysis; functional analysis of state bodies and their programs (on the example of the Ministry of Industry); system analysis, including sources' analysis.

The dissertation examines the features of the relationship between the responsibility of civil servants and population's assessments of public administration bodies' activities. It is emphasized that it is important to ensure high efficiency of activities carried out by public administration bodies, which will strengthen the citizens' confidence in the government. The results of the conducted in the dissertation research pilot surveys in the form of the interviews on the activities of local authorities (based on the example of the assessment of citizens' perception of the surveyed municipalities' responsibility, the availability of resource support for decisions made by municipalities) allow us to make conclusions about the existence of problems related to the responsible activities of local authorities. These provisions are confirmed, for example, in the works of Obolonsky A.V.⁹

Ensuring bilateral communication and mutual understanding between society and public administration bodies is a primary task in modern Syria. Managing responsibly is not only an economic principle, but also an ethical one, which obliges the government to perform its functions in such a way as to encourage state and municipal employees to be efficient and not corrupt.

⁹Obolonskij A.V. Politicheskaya etika, vlast', pravo // Voprosy gosudarstvennogo i municipal'nogo upravleniya. – 2007. – T. 1. – №. 1.S. 79–106.

The relevance of the dissertation research consists of analysis of the responsibility system in field of public administration in Syria. Previously conducted scientific research¹⁰ in this area focused mainly on certain aspects of the above-mentioned topic, in addition, they related mainly to the end of the last century. Over the past few years, significant changes took place in Syrian state, the revolution and the modern military conflict, the prospects for increasing the responsibility of Syrian public administration in such conditions were covered in the scientific literature, but the problems of public administration bodies' responsibility were not considered sufficiently. The proposed dissertation can fill this gap to some extent.

Literature overview. The structure and principles of public administration are determined by the forms and directions of realization of the economic interests of state, population and subjects of economy real sector. So, the study of the responsibility system in field of public administration should be carried out taking into account specific historical conditions, including forms of management, elements of superstructure and institutions, economic relations, the structure of the national economy and the state of productive forces in a particular period of time.

The key concepts, principles, elements and features of public administration in Syria were considered in the works of Balanche F.¹¹, Brownlee B.J.¹², Castle S.¹³, Diala Haj Aref¹⁴, Dobbins J., Gordon P., Martini J. A.¹⁵, Haddad B.¹⁶, Lan Z., Rozenbloom D.H.¹⁷, Perthes V.¹⁸ and others who developed not only approaches to the object and subject of public administration in Syria, but also conducted theoretical studies of public administration methods, studied the use of certain management tools by public authorities, including those used

¹⁰Syria's Transition Governance & Constitutional Options Under U.N. Security Council Resolution. Working paper. 2254. Carter Center. 2016 [Electronic resource]. – Access mode: https://www.cartercenter.org/resources/pdfs/peace/conflict_resolution/syria-conflict/Principles-and-constitutional-provisions-May-8-2016.pdf (Access date: 01.03.2021).

¹¹Balanche, F. La Syrie de Bachar el Assad: entre réformes intérieures et prudence géopolitique // *EurOrient*, L'Harmattan. – 2009. – Vol. 61. – P. 37–49.

¹²Brownlee, B.J. The Revolution 'from below' and Its Misinterpretation 'from Above'. The Case of Syria's Neglected Civil Society // *Syria Studies*. – 2015. – Vol. 7 (1). – P. 31–59.

¹³Castle, S. Syria War Dominates and Divides G-8 Meeting / S. Castle, J. Calmes // *New York Times*. 2013. 18 June. [Electronic resource]. – Access mode: <https://www.nytimes.com/2013/06/19/world/europe/g-8-meeting-ends-with-cordial-stalemate-on-syria.html> (Access date: 20.07.2020).

¹⁴Diala, H.A. The administrative reform in Syria...Why and how? [Electronic resource]. – Access mode: http://www.mafhoum.com/syr/articles_01/diala/Abstract.htm (Access date: 26.12.2020).

¹⁵Dobbins, J. A Peace Plan for Syria II. Options for Future Governance / J. Dobbins, P. Gordon, J. Martini // *Perspective*. – 2016 [Electronic resource]. – Access mode: <https://www.rand.org/pubs/perspectives/PE202.html> (Access date: 26.12.2020).

¹⁶Haddad, B. The Political Economy of Syria: Realities and Challenges // *Journal Essay*. – 2011. – Vol. XVIII. – Vol. 2. [Electronic resource]. – Access mode: <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1475-4967.2011.00484.x> (Access date: 16.01.2021).

¹⁷Lan Z., Rozenbloom D.H. Public Administration in Transition? // *Public Administration Review* – 1992. – Vol.52 – No. 6. – P. 535–537.

¹⁸Perthes, V. Syria under Bashar al-Asad: Modernisation and the Limits of Change / V. Perthes // – London and New York: Routledge. – 2006. – 78 p.

by the state, later by business structures, and, finally, by public organizations of effective ways to assess the quality of these tools. On the basis of these fundamental theoretical studies, the approaches to the study of responsibility in Syria emerged.

There are numerous scientific works on the application of various *methods of assessing the level of responsibility* / effectiveness in public administration system, among them there are those written by Binnendijk A.¹⁹, Cohen S.²⁰, Eirnicke W, Heikkila T., Col J.M., Holzer M., Posner P., Rubin M.²¹, De Vries, M. & Nemeč²², J., Küchen T., Nordman P.²³, Mayne J.²⁴ and others considering the use of this approach in administrative and state sphere.

The assessment of public administration responsibility in the framework of legal and administrative analysis of public administration in Russia became a subject of research by such scientists as Buravlev, Yu. M.²⁵, Karanatova L. G., Makedoshina N.A.²⁶, Haddad M. R.²⁷ etc.

Recently, the scientists have begun to study the relationship between responsibility and efficiency, mechanisms for assessing the effectiveness of the state using objective indices and indicators recording the state contribution to indicators' achieving (Barabashev A.G. and Makarov A.A., the improvement of indicative assessments of the public administration quality)²⁸, at the level of public authorities, municipal bodies, state organizations, including scientific and scientific-educational (Falkov V.N. and others, the indicative approach to the effectiveness assessment of scientific and educational centers)²⁹, the integrated approach to the public

¹⁹Binnendijk, A. Results-based Management in the Development Cooperation Agencies // A Review of Experience. Paris, OECD. – 2000 [Electronic resource]. – Access mode: <https://www.oecd.org/development/evaluation/dcdndep/31950852.pdf> (Access date: 22.02.2020).

²⁰Cohen, S. The effective public manager: Achieving success in government organizations / S. Cohen, W. Eirnicke, T. Heikkila // 5th Edition. Jossey-Bass. – 2013. – 352 p.

²¹Col, J.M. Results-based Management in Thailand. Evaluation Report / J.M. Col, M. Holzer, P. Posner, M. Rubin // Bangkok: Royal Thai Government. – 2006. – 350 p.

²²De Vries, M. Public Sector Reform: an Overview of Recent Literature and Research on NPM and Alternative Paths / M. De Vries, J. Nemeč // The International Journal of Public Sector Management. – 2013. – Vol. 26. –1 – P. 4–16.

²³Küchen, T. Performance Budgeting in Sweden / T. Küchen, P. Nordman // OECD Journal on Budgeting. – 2008. – Vol.8 (1) – 12 p.

²⁴Mayne, J. Best Practices in Results-based Management: A Review of Experience. A Report for the United Nations Secretariat. New York: United Nations. – 2007. – 92 p.

²⁵Buravlev, YU.M. YUridicheskaya otvetstvennost' gosudarstvennyh sluzhashchih, obuslovlennaya ocnokoj effektivnosti sluzhebnoj deyatel'nosti // Gosudarstvennaya vlast' i mestnoe samoupravlenie. – 2012 g. – №4. – S. 32–35.

²⁶Karanatova, L.G. Razvitie sistemy otvetstvennosti v sfere publicnogo upravleniya / Karanatova L.G., Makedoshina N.A. // Upravlencheskoe konsul'tirovanie. – 2013. – №1 (49). – S.14–21.

²⁷Haddad, M. Rossijsko-sirijskoe sotrudnichestvo kak instrument vosstanovleniya politicheskikh pozicij Sirii na Blizhnem Vostoke // Izvestiya Tul'skogo gosudarstvennogo universiteta. Gumanitarnye nauki. – 2019. – №3. – S.62–71.

²⁸Barabashev, A.G. O sovershenstvovanii indikativnyh ocenok kachestva gosudarstvennogo upravleniya / A.G. Barabashev, A.A. Makarov, I.A. Makarov // Voprosy gosudarstvennogo i municipal'nogo upravleniya. – 2019. – №2. – S. 7 – 38.

²⁹Fal'kov, V.N. O vozmozhnostyah sovershenstvovaniya ocenki effektivnosti nauchno-obrazovatel'nyh centrov (NOC): indikativnyj podhod / V.N. Fal'kov, A.V. Tolstikov, A.S. Latyshev, A.G. Barabashev //Upravlenie naukoy: teoriya i praktika. – 2019. – № 1(2). – S. 15–37.

administration efficiency assessment and its relationship with responsibility for indicators' achievement (Limareva D.A., Nekrasov V.N. and others)³⁰.

It should be noted that the issues related to the features of responsibility systems for states in times of crisis and those in unfavorable social, economic and political conditions of their existence were studied insufficiently.

Research aim and objectives. The aim of the research work is to study trends and regularities in Syrian public administration responsibility system's functioning from the standpoint of developing practical and methodological recommendations for its improvement in the context of a military-political conflict, sanctions imposed by developed countries, increased international isolation and deterioration of industrial and economic development indicators in general.

The stated research aim required to reach the following **objectives**:

1. To conduct the study of features, essence, structure of Syrian public administration system related to the responsibility system: to identify the current trends in the development of the responsibility system in public administration bodies; to identify the key limitations of increasing responsibility related to communication problems of society and public administration bodies, taking into account the peculiarities of national culture and extraordinary aspects of Syrian public authorities' functioning generated by the modern socio-political situation;
2. To study the international experience of the responsibility system's development related to the establishment of responsibility based on methods of assessing the public administration effectiveness in countries of the Middle East and North Africa (MENA), i.e., countries of Syrian region that are in close cultural, geographical and often socio-political conditions (Lebanon, Jordan, Turkey, Tunisia, etc.).
3. To determine the possibilities of applying the responsibility system in public administration of Syria on the basis of "point" management, characterized by the concentration of efforts and resources, identifying responsibility in certain empirically established key elements of the management system. This is supposed to be done using the example of Syrian Ministry of Industry (concentration of managerial actions in certain areas and levels of industrial management, taking into account local priorities and directing limited resources to those areas where the "breakthrough" is possible).

³⁰Limareva, D.A. Protivorechiya sovremennogo publichnogo upravleniya: Monografiya / D.A. Limareva, V.N. Nekrasov. – Rostov–n/D: YURI RANHiGS pri Prezidente RF, – 2012. – 110 s.

4. To formulate conceptual directions of decentralization of Syrian public administration by example of the Ministry of Industry and to evaluate the possibilities of adapting the best practices of the responsibility system in field of public administration;
5. To develop an organizational mechanism for optimizing the responsibility system based on the " point " management in public administration bodies (using the example of the Ministry of Industry), which will also solve a number of territorial socio-economic problems identified in the pilot survey of municipal level responsibility in the form of the interview conducted in the dissertation research.

The object of the research the elements of the responsibility system of public administration in Syria (industrial management and local self-government), combining political, legal, administrative and moral types of responsibility.

The subject of the research includes theoretical, methodological and practical issues of the essence and distribution of civil servants' responsibility in the process of public administration, its impact on improving the efficiency of public administration in Syria in modern conditions.

The hypotheses of this research are the following:

Hypothesis 1:

1.1. The developed in Syria centralized responsibility system makes it difficult to delegate decisions and responsibility "down", while decisions are made at the political level, resources are also distributed from above, which does not allow individual ministries and departments to perform their functions at the level of industry management (by example of the systematic analyses of the Ministry of Industry's activities and projects), and municipalities are limited in their ability to exercise their powers effectively (using the example of five municipalities). The formation of a comprehensive (balanced by management levels) responsibility system will solve these problems.

1.2. The centralized responsibility system in Syria is connected with the peculiarities of the national public administration system's functioning. The current stage of the crisis functioning of the public administration system strengthened the political centralization of the responsibility system both at the level of economic sectors (by example of industrial management) and at the level of local authorities (by example of the pilot survey in the form of the interview of a number of municipalities). It is necessary to improve Syrian local government responsibility system based on point transformations.

The connection between the two parts of this hypothesis lies in the fact that both for sectoral management (on the example of industrial management) and for municipal management in its

relationship with the national level of management, there is excessive centralization without delegation of authority.

Hypothesis 2:

2.1. The established in Syria public administration system lacks working and effective mechanisms for strengthening the public administration bodies' responsibility (for example, Syrian Ministry of Industry), which leads to decrease in quality of management. There is a variety of forms of local government, the responsibility of which is not defined due to the complexity of the interrelationships and the content of the processes of their interaction, which creates the possibility of lack of citizens' confidence in the local government activities.

2.2. The lack of responsibility in management, taking into account the results obtained, leads to decrease in quality of state and municipal employees' official activities (by example of a number of municipalities), demonstrates the limitations of the existing centralized management system of Syria, a decrease in quality of centralized decisions (by example of the study of the Ministry of Industry's structure and functions).

Hypothesis 3:

3.1. The lack of administration responsibility in the work of Syrian Ministry of Industry leads to low efficiency of its activities. Responsibility can be increased by introducing the "point" public administration, which is a targeted use of limited resources to solve certain problems, transfer of powers and resources from the political level to the Ministry level of individual organizations subordinate to it. "Point" public administration with clear criteria for assessment of results and determining of responsibility for their achievement leads to improved governance of industry. We assume that the initial signs of such control already exist in the Ministry of Industry.

3.2. Strengthening the certain public administration bodies' responsibility on the basis of "point" public administration can provide solutions of emerging problems and improve the quality and efficiency of public authorities at all levels (by example of initiatives developed in the Ministry of Industry).

Research area. The dissertation research was carried out in accordance with paragraph 1.5. Correlation of theory and practice of public administration, 3.3. Management by results in the state and municipal economy sectors of the Passport of the scientific field " State and municipal administration".

Research methodology. We compiled the following methods used to test the proposed hypotheses:

1a) - systematic analysis of economic, social and cultural conditions, taking into account Syrian history, including the review of sources and statistics;

1b) – pilot surveys in the form of the interviews at the local level and at the level of the sectoral governing body (Syrian Ministry of Industry);

2a) - analysis of statistical data, sources (literature), pilot survey in the form of the interview at the local level;

2b) - analysis of the scheme and functions of the management system in Syrian Ministry of Industry;

3) description of cases ("embryos" of a new "point" management based on results, with control of responsibility and results).

The author used the works of Russian and foreign scientists dealing with theoretical and practical issues of public administration, studied works devoted to the introduction of responsibility-based management into the public sector, investigating the process of improving the efficiency of all public administration participants, developing and creating a responsibility system in field of public administration.

Information base. The research included data from Syrian state statistics in field of public administration, regulatory and legislative acts of Syria, theoretical and methodological studies of scientists investigating the problems under study, statistical data on the socio-economic development of Syria, information from Syrian Ministry of Industry, data from the sociological pilot survey in the form of the interview of the population (municipal level), materials of the periodical press, Internet resources.

The scientific novelty. The thesis is the first systematic study of the current state and distribution of responsibility in the modern centralized management system of Syrian Arab Republic, as well as in identifying priority areas for improving the effectiveness of public administration by improving the responsibility system within management of results at the local level and at the level of economy sectors, with the allocation of individual ("point") areas and activities that should be emphasized in the current difficult conditions of Syrian society.

KEY SCIENTIFIC FINDINGS AND CONCLUSIONS SUBMITTED FOR DEFENSE

1. We highlighted the features of Syrian public administration system related to the existing hierarchical system of public administration and the "verticalist" responsibility system, the practice of decision-making and resource allocation at the upper political level of public

administration (Syria is a multiparty presidential-parliamentary republic in which the People's Council is the legislative power in the country, but the public sector retains a key role in the state economy, since it accounts for 70% of the main means of production, about 75% of the cost of industrial products and almost 50% of national income)³¹, which leads to low efficiency and insufficient effectiveness of the activities of public administration bodies and does not allow individual ministries and departments to perform their assigned functions efficiently and effectively (for example, the Ministry of Industry).

2. The structure of public administration responsibility system based on "point" transformations, taking into account the results obtained, is proposed as the main optimization mechanism in field of public administration, consisting of four key components: a results-oriented budgeting system, a results-based personnel evaluation system, monitoring and evaluation based on results.

3. The mechanisms of strengthening the responsibility in field of public administration are proposed, taking into account the formed public opinion in Syria, which is characterized by insufficient citizens' trust in civil servants' activities, including due to the lack of responsibility of the last ones for achieving results, namely, it is necessary:

- to develop a comprehensive responsibility system both at different levels of government and for Syria as a whole;
- to strengthen the local governments' responsibility, especially in meeting local needs;
- to form local authorities, giving them powers and responsibilities, for territories that are not under the control of the state;
- to optimize the control of local authorities and responsibility levels;
- to introduce a comprehensive discussion of the horizontal distribution of power in order to form the principles of a viable mechanism of decentralization;
- to form a vertical coordination and responsibility system;
- to systematize the work of the existing civil service on the basis of the formation of job regulations with a description of responsibility for the performance of powers by position;
- to share different responsibility levels in Syria and to take them into account in the management process;

³¹Butter, D. Salvaging Syria's Economy. The Royal Institute of International Affairs. Chatham House, London, United Kingdom. 2016. [Electronic resource]. – Access mode: <https://www.chathamhouse.org/sites/default/files/publications/research/2016-03-15-syria-economy-butter.pdf> (Access date: 01.03.2021).

- to study the peculiarities of the local economy associated with organized crime and to prevent its dominance in the post-conflict period;
- to manage the distribution of aid, to evaluate the results of this distribution, as this increases the ability of local entities to effectively manage at any time and taking into account changes in the situation.

4. We proposed the direction of improving the responsibility system in relation to the local governance in Syria, which is based on the need to identify the points of inadequate (low-performing) public administration, to select the most promising local priorities for improving the local governance and to carry out point transformations. For this purpose, we conducted a pilot survey in the form of the interview devoted to the perception of local government bodies' activities by population in five areas of Syrian Government's control zone: Daret Ezzeh, Maaret al Numan, Zamalka, Kafr Taharim and Nava. The data were obtained among approved city and municipal councils that have been serving for at least three or four terms.

5. The key trends and limitations of improving the efficiency of public administration in Syria related to the current state of governmental responsibility system are identified: the imbalance of responsibility system, the excessive role of political responsibility; the influence of the peculiarities of national culture on the responsibility system in field of public administration in Syria; the imperfect process of determining the priority of socio-economic tasks and needs for urgent goods, services and infrastructure (in conditions of enormous resource constraints due to military operations, destruction of infrastructure, economic crisis), of determining specific mechanisms and forms of state responsibility for solving assigned tasks; lack of interaction rules, legal norms, documents that clearly articulate certain roles and responsibilities of state and municipal bodies; lack of audit and reporting mechanisms of state bodies to ensure top-down accountability.

6. Taking into account the possibilities of "point" management by results, an organizational and economic mechanism for optimizing the responsibility system is proposed (by example of responsibility in industrial management). This mechanism of responsibility optimization includes three blocks of analytical and practical management actions, the initial phases of which are the formation of a strategy for creating a comprehensive, management-level, responsibility system, then its implementation, and finally the assessment of the responsibility system: 1. Analysis of the current conditions of industrial development and the impact of the public administration bodies' activities on these processes, identifying point and local priorities for elaboration of the responsibility strategy in the industrial development management. 2. Implementation of the specified strategy based on the identified local priorities, with the adoption of measures for the

distribution of responsibility taking into account the results. 3. Assessment of the impact of the responsibility system on the development of industry and the state as a whole.

The practical output of the research lies in the fact that the recommendations formulated on the formation of the responsibility system based on "point" management by results in field of public administration in Syria, as well as the creation of an adequate regulatory framework regulating the technological basis and the concept of distribution and transfer of responsibility basis. Improving the responsibility system taking into account the "point" local management by results, will make it possible to overcome the conditions of the dynamics of the external environment that form a negative political and economic background successfully and contribute to the effective macroeconomic and social development of Syrian state.

It should be emphasized that in Syrian conditions, the possibility of implementing our proposals, be it decentralization or, moreover, new privatization, is extremely unlikely. However, of particular importance is the scientific focus of the relevance and conclusions of the study, the benefits for education, since the familiarization with the information offered in this work, regardless of whether these proposals will be accepted in wartime conditions or, which is much more likely, will not be accepted, will expand further scientific research in this area.

The theoretical output of the research. The theoretical and methodological results of the work can serve as a basis for further research on the processes of public administration reform and improving the efficiency of public authorities. The main scientific results and conclusions of the dissertation research can be used in the educational process in Syrian Arab Republic within the framework of teaching relevant subjects of the disciplines: "Public administration", in topics on comparative public administration (management in countries with special conditions, in a state of war, in which there are social and political conflicts and problems), as well as in the system of advanced training and retraining of personnel.

Approbation of the work.

The list of scientific events at which the results of the dissertation research were presented:

1). Russian scientific and practical conference "Russian postgraduate studies: modern models of highly qualified personnel training" 26 – 27.10.2016, Moscow Pedagogical State University, Moscow, Russia). Report: "The management of higher education and the problems of postgraduate students in Syria".

2). 17th Annual research conference of postgraduate students (27.05.2017, University of Hong Kong (faculty of social sciences), Hong Kong, China). Report: "Problems of public administration before, during and after the war in Syria."

3). Russian-Syrian business forum "Russian-Syrian business cooperation – Opportunities and prospects" (26.02.2018, Congress Center of the CCI of the Russian Federation, Moscow, Russia). Report: "The problems of the Syrian economy (export, import)".

4). Russian export and investment forum Russian Export and Investment Exhibition REIF (23.03.2018, World Trade Center, Moscow, Russia). Report: "Syrian needs and difficulties of import and export, as well as some solutions and proposals."

The dissertation structure and volume are determined in accordance with the need to solve the assigned tasks. The dissertation consists of the introduction, three chapters divided into paragraphs, the conclusion, the bibliography and the Appendices. The main text of the work is presented on 196 pages, contains 5 tables and 13 figures.

II. MAIN CONTENT OF THE WORK

1. We highlighted the features of the responsibility system of public administration in Syria related to the existing rigid, hierarchical public administration system and verticalist responsibility system

Historical and international experience shows that among the various criteria used in the process of assessing the nature and effectiveness of public administration, the criteria of responsibility of public authorities and management for their decisions and actions occupy a special position: without the criteria of responsibility, the assessment of management effectiveness is not fixed in subsequent management actions to improve efficiency. The solution of the problem of responsibility establishing, the formation of responsibility criteria, is largely connected with sufficiently influential social groups. Taking into account the special importance of the public administration system, which is designed to guide the vectors of social development, the problem of responsibility is the most important factor determining the type of life activity, the nature and the dynamics of social development. Naturally, taking this factor into account and identifying ways to increase the responsibility of public administration bodies is an essential condition for solving the problem of improving public-administrative relations and public administration in general.

Public administration and other public institutions play a key role in shaping the development of certain areas of life. On the one hand, they create legal norms and a systematic framework for the development of this area, on the other hand, they promote responsible attitude and behavior among citizens, business entities and public structures. The effectiveness of state

government bodies is identified by citizens with the effectiveness of the state as a whole, whose task is to serve society, population and business entities, as well as to ensure their safety and opportunities for development purposes. Public administration faces new tasks and challenges. First of all, they relate to the responsibility of public administration, the use of modern digital technologies in current operations, improving the competence of civil servants and reducing the cost of state authorities' functioning. These activities are designed to help improve the efficiency and effectiveness of public administration. The key factor here is a change in the principles of responsibility, which places great importance not only on correct and effective coordination mechanisms at different levels of public administration, but also the creation of a comprehensive responsibility system that takes into account local needs and industry orientation. These challenges are clearly outlined in the country's medium-term development strategy.

This implies a new model for the development of the public administration system, i.e., responsible, socially and geographically sustainable development. Ambitious development goals in this area can only be achieved with the support of strong, efficient and responsible institutions, i.e., an effective state and public administration that serves to growth, social and economic integration. Improving the quality of public administration concerns both the internal dimension (employees, administrative and managerial issues) and the external dimension (economic growth, population's life quality). An effective state means the ability to manage various public projects and to create conditions for joint administration, which implies the government bodies' responsibility at all levels and economy sectors.

Increasing the level of responsibility acts as one of the most important values of state power and the foundation for improving the public administration system, which, in turn, acts as a necessary factor for improving its effectiveness. In this connection, it is possible to propose a definition clarification of the essence of *public administration* within the framework of the paradigm of new public administration, which is the implementation of public administration functions, taking into account responsibility for the results of taken decisions, actions and public services rendered on the basis of scientifically-based principles of effective management, constant monitoring and control of the authorities' activities, the use of market instruments and competition, consumer orientation; separation of governmental servants' and state bodies' responsibilities. The research work highlights the importance of the responsibility system for improving the state administration of Syria, since resources in Syria are very limited and their poor-quality expenditure can lead not only to serious social consequences, but also to political consequences due to the instability of the political situation in the country (resuscitation of the war).

The destruction of public confidence in government and public administration is a global phenomenon. Today, in Syrian society trust in the government is one of the main problems of legitimacy and sustainability. The difficult situation in the social sphere, the growth of the gap in the poverty level, unemployment, inflation, lead to the fact that the legitimate government no longer appears to citizens as a necessary element of statehood, from which it follows that successful implementation of reforms is impossible without public trust in the public sector. The state in Syria is currently experiencing difficulties in establishing stable and effective (feedback) contacts with various categories of citizens, which is largely due to problems in establishing responsibility. There is often a lack of trust of citizens towards the government and ministries, in some cases the negative attitude is very high. Public attitudes towards government institutions in Syria are characterized by a certain crisis of confidence³².

In addition, little attention is paid in Syria to assessing the tasks and functions of public administration and its social effectiveness³³. There is very little political accountability compared to countries with established governance systems that are not under the pressure of the crisis and sanctions. There are no basic prerequisites for the personal responsibility of the appropriate executives. The system of positive motivation for achieving the set tasks and objectives is not developed. Thus, without state intervention into economy on the basis of clearly defined tasks, means of solving them and responsibility for the obtained results it is impossible to ensure the implementation of public administration functions because the information asymmetry is growing more and more (the lack of responsibility means the presence of such asymmetry), the crisis situations are growing which increases the likelihood and depth of market failures.

In Syria today, there are some disadvantages in the work of administrative staff in the implementation of public administration functions³⁴. Naturally, administrative staff is necessary in a modern democratic state, but it should be “non-bureaucratic”, providing “public service” and designed to achieve the set goals, since the state has a monopoly on the provision of public services and there is no competition. The state should carry out the consistent and purposeful work in order to significantly limit the tendency of staff to bureaucratic behavior, especially when public administration is no longer a simple legal implementation of laws, at the same time, the need for its creative and initiative actions is constantly increasing, as well as for increasing benevolence in

³²Kodmani, B. Decentralization and the Future of the Syrian State / B. Kodmani, A. Christnacht, R. Ali // Arab Reform Initiative. – 2016. – 38 p. [Electronic resource]. – Access mode: <https://www.arab-reform.net/publication/decentralization-and-the-future-of-the-syrian-state/> (Access date: 25.11.2020).

³³Diala, H.A. The administrative reform in Syria...Why and how? [Electronic resource]. – Access mode: http://www.mafhoum.com/syr/articles_01/diala/Abstract.htm (Access date: 26.12.2020).

³⁴Kodmani, B. Decentralization and the Future of the Syrian State / B. Kodmani, A. Christnacht, R. Ali // Arab Reform Initiative. – 2016. – 38 p. [Electronic resource]. – Access mode: <https://www.arab-reform.net/publication/decentralization-and-the-future-of-the-syrian-state/> (Access date: 25.11.2020).

the process of communicating with a "man from the street", in its relation to the public. This is due to the fact that public administration is often "nontransparent" for the public ("black box"), information barriers prevent anyone from getting acquainted without any obstacles. The principle of "discreteness" of the administration is still applied instead of the democratic principle of its "publicity". Legislation and the organization of the administrative bodies' work (even within individual authorities) are often difficult to understand for citizens, despite the numerous improvements occurred in recent years.

It is important to make the connection between the public administration and the society the way that public administration would not act arbitrarily, especially making decisions in administrative proceedings. The feeling of helplessness experienced by a citizen is often associated with the unjustified lack of activity of the administration and responsibility for the lack of activity, against which the legislation still provides little protection, although the scale of possible legal remedies is relatively wide. The phenomenon of mistrust of public administration is also caused by inconsistent prosecution of public offences. The knowledge that public administration pursues every crime objectively will undoubtedly have a positive impact not only on the general legal knowledge of citizens, but also on the assessment of public administration (it is expected that punishment also has preventive consequences and, in this sense, it should lead to the increase in the level of legal certainty, compliance with mandatory rules of conduct).

Taking into account the above-mentioned features of public administration, the dissertation research suggests that the solution of problems and issues of excessive centralization ("verticalist" management system), insufficient effectiveness of the management system in Syria and overcoming distrust of public administration is possible with the involvement and through the system of "combined measures" to establish responsibility in organizational, staff and legal areas (material, procedural and organizational standards), with effective support of information and communication technologies on the basis of streamlining the classification of public authorities' activities from the position of achieving the planned result, the relationship of the main internal management processes and the strategic component of public sector activities, with the use of performance measurement tools. The "verticalist" system is characterized by the presence of political responsibility against the background of its almost complete absence at the administrative level.

The measures proposed in the dissertation have a specific nature and primarily affect the formation of a targeted ("point-based") multi-level responsibility system for decision-making, with the allocation of appropriate resources to those government and self-government bodies that make and implement these decisions.

Based on the ideas of responsibility developed in the dissertation research, it is proposed to clarify the definition of the essence of *state responsibility*, which is a complex phenomenon. In the legal sense, the state responsibility is an element of legal status in the exercise of power in the sphere of public authority, which results from the obligations of the state towards its citizens and corresponds to their economic, social and cultural rights established by law. In the political sense, the state responsibility lies in the open and transparent exercise of power by all elected and appointed leaders, in the presence of feedback between the state and its citizens. In the administrative sense, the state responsibility means the existence of administrative procedures fixing state duties and establishing subject and personalized mechanisms and criteria for the effective performance of obligations. In an ethical sense, the state responsibility is to follow the moral norms of administrative behavior, ethical administrative codes. The state responsibility differs from other types of social responsibility because it combines political, legal, administrative, and moral types of responsibility.

To reveal the purpose of this study in relation to public administration in Syria and the formation of theoretically based measures to create a multi-level responsibility system, the dissertation research compares the features of understanding state responsibility in the main paradigms of public administration. It is proved that public administration in Syria is currently carried out in accordance with the Weberian paradigm. This is due to the fact that the government of Bashar al-Assad is characterized by a traditional model of organizing and providing public services based on the principles of bureaucratic hierarchy, planning and strict centralization. The concentration of responsibility at the top of political level leads to a weakening of public confidence in the government and the entire institution of public administration in Syria. Today, in Syrian society trust in the government is one of the main problems of legitimacy and sustainability, the difficult situation in the social sphere, the growth of the poverty gap, unemployment, inflation, which means that the successful implementation of reforms is impossible without public trust in the state and public sector, based on the introduction of responsibility by levels, types and mechanisms of establishment, and it should be in the context of the Weberian hierarchical bureaucracy. This implies, as shown in the dissertation research, the requirement to distribute responsibility by types and forms in accordance with the levels of positions, by individual state bodies.

It is noted that the lack (often extremely low level) of citizens' trust in the government is one of the main shortcomings of modern governance in Syria, which is largely due to the problems

in responsibility establishing.³⁵ In some cases, the negative attitude is very high. There is a need to establish public relations that contribute to the development of the administrative process by providing accurate information about the features and trends of public opinion. Public administration in Syria is currently experiencing difficulties in establishing its own legal framework. It is necessary to maintain stable and effective (feedback) contacts with various categories of citizens due to the insufficient degree of its professionalism and impartiality in relation to citizens. In addition, little attention is paid in Syria to assessing the performance by the state administration of its tasks and functions, and its social effectiveness. The control system is not comprehensive. The system of positive motivation for achieving the set tasks and objectives is not developed. In addition, there are deficiencies in the work of the administrative staff in the implementation of public administration functions. The study concludes that the main purpose of management by results should be clarified in relation to the conditions of Syria, which means emphasis on the formation of a multi-level responsibility system, and the localization of transformations, taking into account resource constraints. The management by results needs to be implemented “pointwise”, in some small parts, narrow areas, where it is especially important. It should be emphasized that the state responsibility system should fully comply with the established local priorities.

2. It is shown what problems associated with the lack of responsibility of the state exist in Syria (applied to industrial management).

The dissertation research argues that work on institutional reforms of public administration in Syria is inevitably associated with the formation of a multi-level responsibility system.

The Syrian state is federal, but fragmentation and lack of capacity led to greater local autonomy. It is at the local level that the greatest lack of responsibility is now observed, although the high importance of local responsibility for solving the problems of local self-government bodies was revealed.

We believe that four levels of formation of public administration responsibility can be distinguished:

The first, namely the level of social responsibility, refers to informal institutions such as customs, traditions, norms and religion. This is the level that is mainly studied by economic historians as well as sociologists, psychologists, ethnologists and other sociologists. Changes at this level do not occur very often and take time from tens to hundreds of years.

³⁵Seifan, S. The road to economic reform in Syria. Published by the University of St Andrews Centre for Syrian Studies School of International Relations Fife, Scot-land UK. – 2011. – 79 p. [Electronic resource]. – Access mode: <https://ojs.st-andrews.ac.uk/index.php/syria/article/view/717> (Access date: 01.03.2020).

The second level is the institutional environment. It includes the formal rules of the game and especially property (state structure, judicial system, bureaucracy). Changes at this level occur more often than at the previous one; that is, for decades.

The third level is public administration. It refers to the alignment of governance structures and their interactions. Here, changes are taking place even more often, over the course of several years.

Finally, the last (sectoral) level includes the daily activities of state bodies in socio-economic areas of life; that is, resource allocation, production growth and employment. Changes at this level continue all the time, as the market is the main forum for constant coordination of stimulations at this level.

Based on the selected levels of responsibility system formation, the third and the fourth levels are considered important for this study. The last level of analysis strongly depends on the previous ones. In order to make the economy work properly and fulfill its task, which is to increase the level of well-being (i.e., wealth, satisfaction, happiness) of its citizens, each state needs the "right" institutions that will form incentives and stimulate the socio-economic development. In other words, it is possible to emphasize the importance of observing the principles of good faith and transparency, forming a comprehensive responsibility system and trust in the powers of public sector organizations at all levels in order to improve economic performance and efficient use of financial resources of the state budget.

The dissertation research considers the experience of forming a public administration system by example of the Syrian Ministry of Industry, which, as shown, is characterized by fragmentation and incompleteness of functionality, lack of responsibility for performing the functions of its structural divisions, gaps in the Ministry's relations with its subordinate organizations (insufficient implementation of management by results, lack of responsibility for results, unclear distribution of powers), flaws in the Ministry's project activities. The main problems of establishing responsibility (staff of the Ministry) are considered. The choice of the Ministry of Industry to conduct the study is related to its high significance for the socio-economic development of the state because this Ministry is a state body responsible for the functioning of industry in the key sector of the economy, i.e., the oil industry (production, commissioning and repair of equipment, industrial technological solutions, etc.).

In 2014, measures to optimize the number of employees began to be implemented at the Ministry level, which can be seen in the dynamics of the number of employees of the Ministry, shown in Figure 1.

eliminate a particular circumstance associated with the inability to continue the activities of subordinate institutions. The Ministry of Industry receives from its subordinate organizations financial statements of the target expenditure of funds that were allocated for the implementation of activities, regardless of the efficiency analysis and the degree of the achieved results. Additionally, it should be noted that there are no necessary controls over the correct preparation of financial statements, since many institutions maintain accounting records on paper, without using information technologies and databases. This does not help to establish the specific responsibility of both departments and subordinate organizations and individual government employees.

The situation with the Ministry of Industry related to performance and responsibility assessments is quite typical for modern Syria. It is complicated by the fact that at the statistical level it is impossible to provide accurate figures for quantifying the socio-economic and political situation in Syria, taking into account the consequences of the crisis. Conducting a detailed quantitative (empirical) study with the collection of relevant data in Syria is currently an almost impossible task, since it requires the availability of respondents and their openness (which is currently difficult due to objective circumstances). In addition, it is difficult to make estimates of losses incurred by a country for the following reasons:

1. There are no exact figures or indicators regarding the situation in Syria;
2. There are almost no reliable official or unofficial statistics on issues such as unemployment and labor force;
3. The principles underlying public spending, especially for public institutions, are not disclosed;
4. The significance of the allies' aid to Syria is unknown;
5. The black market has expanded and therefore evades taxes;
6. Export revenues and import costs are difficult to understand.

One of the few "pre-war" examples of attempts to introduce management by results, which is the basis for the formation of a responsibility system, can be called Implementation of the I'MUP concept, which was conceived as a mini-integrated program that combines the expertise and services of three different UNIDO offices and addresses issues affecting Syrian industries at the macro, meso and micro levels. Given the multidimensional nature of Syria's industrial needs, UNIDO tried to draw on its broad range of expertise in activities that address one area of needs that reinforce those that affect other areas. Mutual reinforcement was not so evident in the textile strategy and textile support centers. The delays happened due to staff reshuffles and difficulties in reaching consensus between Syrian government and regional industry groups. Due to this fact and delays in the implementation of the credit line, as well as in creating the ability of companies to

use the proposed investment promotion scheme, the full integrated program was not implemented. The Modernization and Renewal Division (MRD), established in 2007 made significant progress in facilitating activities at all levels. Twenty national consultants (and three MRD employees) completed production, marketing, cost accounting and environmental management at the enterprise trainings in terms of the Diagnostic Program, but additional work was needed to build their capacity. MRD was able to demonstrate a real productivity growth and cost savings to companies. The Ministry acted as a customer of the work performed and allocated funds for the program implementation. It increased their confidence in the Ministry and initiated progressive changes in attitude, behavior, and business culture. Unfortunately, there were extremely few such vivid examples of management by results implementation in the Ministry over the specified period of time.

Currently, the Ministry of Industry implements various projects and programs, the implementation of which is checked superficially, and there are no criteria for evaluating the effectiveness of these measures in the documentation. Only the percentage of funds spent is estimated. In each province, there is a working group of the Ministry, which consists of representatives from each body: The Executive Office, the Finance Department of the Directorate of Industry, the Chamber of Industry, the Federation of Craftsmen, the Committee for Reconstruction of the Ministry in the local administration. This group should control the implementation of public administration at the provincial level. Currently, monitoring is limited to the preparation of a report that does not contain specific indicators of the level of public administration performance.

Industry is the most important element of Syrian economy, but today we can conclude that its functioning, despite the efforts of the Ministry of Industry, remains poorly effective. GDP is falling, the industrial production index has been declining over the past few years, and the volume of imports and exports is also not increasing. At this point, it is important to implement the responsibility system and management by results to provide the limited resources to sectors which really need them and can use them effectively.

Nevertheless, the Ministry of Industry of Syria has the "beginnings" of applying a responsibility system in field of public administration within the framework of the concept of management by results. The beginning of their formation should be attributed to the first decade of the twenty-first century. In 2004, the report was published by the Department of Public Administration and Development Management (DPADM) and the Department of Economic and Social Affairs (DESA), which for the first time presented attempts to allocate responsibility to public authorities and mentioned the need to evaluate the performance of officials. Since that time, the current responsibility system hasn't brought any special results, manifesting itself in the form

of local initiatives, which we call "embryos" of implementing a local (targeted) responsibility system (presented below in chapter 3 of the dissertation research). At the same time, the problem of improving the efficiency of public administration is particularly acute today, because in the context of a military-political conflict, sanctions imposed by the United States and European Union countries, the isolation of the country is constantly increasing. Various international organizations (both non-financial and financial) sharply criticize the effectiveness of public administration in the Syrian public sector.

The dissertation research shows that the lack of a well-formed responsibility does not allow to create an effective public administration based on the effective public service and the public sector, which function in accordance with scientifically proven norms and principles.

It is concluded that the approach to improve the public administration efficiency based on the formation of the multi-level and "point" responsibility system is most appropriate for Syria, as well as for all countries with a high level of centralization of public administration, and especially for countries where such centralization is caused by unstable conditions of functioning of the economic and political systems³⁸. The responsibility system should be connected with the implementation of the management by results based on the development of criteria for evaluating results' achievement, ensuring that expected and achieved results are taken into account at all stages of the management cycle (during the time of planning, implementing, evaluating and correcting previously made decisions), as well as in relation to all types (levels) of results (results of state regulation and state policy, results of projects and programs implementation, results of public servants' activities).

3. Increasing the role of the state responsibility system is justified, taking into account the formation and improvement of public opinion in Syria

The key features of public administration in Syria include: a high level of centralization of governance, the direct influence of the country's President on all bodies and levels of the government, a rigid hierarchy of governance in accordance with the vertical relationship of state authorities, the integration of local two-level self-government (provincial and municipal) into the management system and its purely formal independence. Interaction between the state and citizens is becoming critical for the hierarchical system of public administration, which is experiencing serious problems of military time. There are no ungoverned spaces in Syria, but rather spaces that are governed at different levels by different groups. As a result, in Syria there is a range of governance forms that are not obligatory compatible, the governance forms without centralized

³⁸N.D. Hurmuz, On the formation of the responsibility system in public administration in Syria // Public administration. E-journal. – 2017. – Issue 62. – pp. 156–168. – 0.8 printer's sheets.

control. Thus, for Syria as a whole, it is necessary to develop comprehensive management systems and different levels of responsibility.

The civil service works at the point of the contact between citizens and the government. Citizens will be able to trust the government when civil servants provide services on time, ensure openness and accountability responding to all the needs of citizens. In turn, civil servants are more likely to meet these expectations if they become closer to the local population and are aware of the current responsibility system of responsibility for the carried-out activities. At the same time, state actions should be aimed at giving civil servants the opportunity to: respond to urgent needs: provide public services based on government laws, regulations and procedures. It can be argued that social integration policies in areas such as health and education are crucial in post-conflict situations, but all these problems cannot be solved unless a professional, meritocratic, accountable, responsible, results-oriented and transparent public service is formed.

It is argued that the responsibility of the state to citizens can increase the effectiveness of state power, which is the main direction of administrative reform and one of the key tasks of reforming the public administration system.

4. A pilot survey in the form of the interview was conducted on the population's perception of the activities of local self-government bodies in five regions of the Syrian Government's control zone: Daret Ezzeh, Maaretal Numan, Zamalka, Kafr Taharim and Nawa

The study presents the analysis of the methodology for conducting assessments of the public administration system, it is shown that it should be carried out on three levels: efficiency assessment (resource management); evaluation of program implementation (achievement of results); evaluation of the effectiveness of public policy (achievement of results). Also in the dissertation, you can find the overview of previous studies assessing the effectiveness of the existing state administration system in Syria. The results of the review led to the conclusion that in conditions of constant conflicts, the state institutions of Syria have weakened, the power in the country has been divided: various groups have seized the physical assets of state institutions and repurposed them to perform similar functions, but under the control of competing management structures. The analyzed studies have shown that the system of state administration in Syria is characterized by poor functioning of institutions, lack of participation of citizens in decision-making and lack of responsibility.

In order to study the responsibility of the state to citizens, we conducted a pilot survey in the form of the interview of the citizens that showed the state of the responsibility system at the local level. There is local government in Syria. The local government is divided into two levels: provincial and municipal. Local administrative councils (hereinafter referred to as LAC) base their legitimacy on Legislative Decree No. 107. The decentralization law was passed in Damascus in

August 2011 as a part of the package of legislative reforms to calm the protests that had spread across the country. Since Syria is experiencing a unique combination of economic devastation, political and military confrontation, social instability and impoverishment, the only way to understand what is happening is to turn to empirical data. Of course, the data presented below should be taken critically, but without them it is impossible to achieve the aim of this study, which is to assess the current situation in Syria with the responsibility of government bodies (including local self-government), the distribution of responsibility by level, by forms and mechanisms and by public perception of the public administration bodies' activities. Special attention is paid to the structures created recently and the way they have changed over time. The author examines the experience of local self-government, the perception of the public administration bodies' activities by population under the influence of LAC. The study is not representative, but it is based on the impressions and the perceptions of 100 city and municipal council members in five regions: Daret Ezzeh, Maaret al Numan, Zamalka, Kafr Taharim and Nawa. The data were selected from approved city and municipal councils that serve at least three to four terms. All questions were divided into four blocks: 1. General questions. 2. Questions about public confidence in public administration in Syria. 3. Questions about the shortcomings of public administration in Syria by example of local self-government bodies. local governments. 4. Questions about the prospects of public administration in Syria by example of local self-government bodies. 5. Questions about the responsibility system of public administration bodies in Syria. Based on a number of criteria, specific research areas were selected to identify the diversity of responsibility systems of existing LACs. The criteria were following: different forms of local public administration bodies; different composition of their members and staff; availability of external funding (yes / no); generation of local revenues (yes / no); different levels of active conflict; availability of formal mechanisms for coordination with civil society (yes / no). The assessment of the responsibility system was carried out with the condition that the efficiency level of public administration is characterized by: 1) the ability to meet the population's needs for socially significant services; 2) the availability of dispute resolution mechanisms; 3) the availability of feedback mechanisms to facilitate public participation in public administration issues.

The results of the study showed a low level of satisfaction with the LACs' activities (Figure 3).

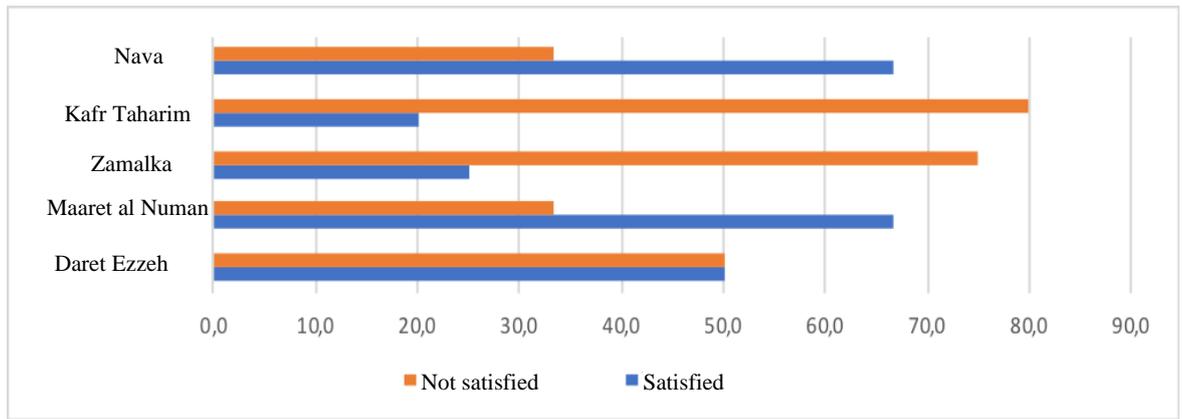


Figure 3 – Respondents’ satisfaction with the public administration activities
Source: prepared by the author

As you can see, most of the respondents are not satisfied with the provision of public services and the work of municipalities, primarily due to the limited financial resources, the population increase due to internally displaced people and the lack of feedback on all issues. Figure 4 shows the data on public awareness of the existing mechanisms of public administration responsibility.

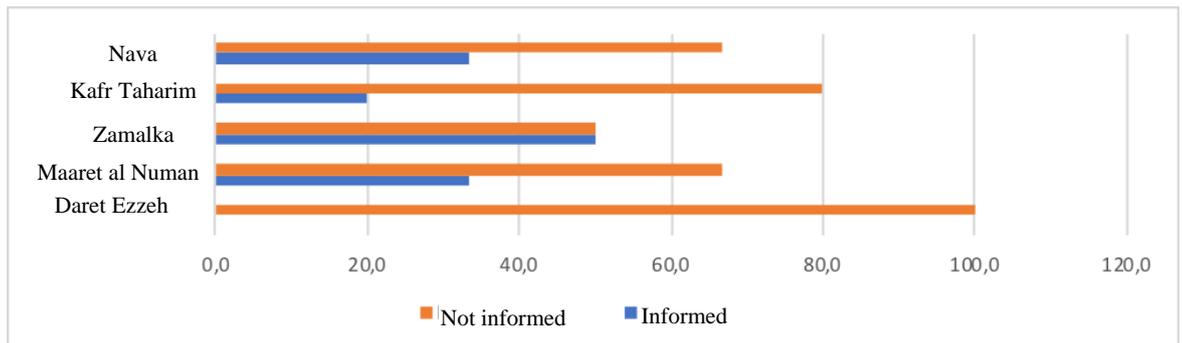


Figure 4 – Respondents’ awareness of the existence of mechanisms of the public administration responsibility system
Source: prepared by the author

The data of the Figure 4 show that awareness of the existence of any elements of the responsibility system is very low. At the same time, in the absence of an authoritative centralized government, local councils became main means of public administration in opposition districts. These include local councils in cities and towns, "sub-local councils" in municipalities and provincial councils in governorates. Practical activities of public administration bodies (including local self-government) revealed serious political, organizational, economic and socio-cultural problems in the region. as a result of the fact that feedbacks don't work:

1. Political problems: lack of society’s understanding of the role and place of various power forms and levels of government, a more or less consolidated opinion on the principles of the state

structure, on the principles of the distribution of power between levels of government and management, as well as interaction between them.

2. Territorial and organizational problems: the existence of municipalities within the administrative-territorial system created earlier to ensure a vertical and strict system of centralized public administration.

3. Economic problems: the discrepancy between the financial and material resources of local self-government and the functions they perform, especially in terms of maintaining industrial and social facilities; incomplete formation of municipal property, including municipal land.

4. Financial problems: a high degree of centralization of financial resources; lack of funds for the exercise of their own powers such as the implementation of certain state powers and decisions made by state authorities. The lack of material and financial resources of the powers and functionality of the LSG.

5. The lack of understanding of the role and place of various government forms, the imbalance of administrative-territorial division in a strictly vertical management system's condition.

6. Socio-cultural problems: loss of mass consciousness understanding of the settlement as a place of organization of public life of the community; substitution of traditions of residents' self-organization, the culture of public administration by administrative habits.

The gained results of the pilot survey of the population in the form of interviews indicate the lack of feedback on solving the problems of local self-government, which the author speaks about.

The results of our pilot survey in the form of the interview are confirmed by results of previous studies, obtained earlier, it is proved that in order to ensure the effectiveness of public administration, it is necessary to increase the transparency and responsibility of management institutions and service providers, starting with how resources and services are allocated, how public funds are spent, ending with the assessment of the personal contribution of each state employee.

The dissertation research shows that the introduction of the responsibility system at the local level is directly related to the tasks of public administration to promote the development of civil society as a society of citizens who know about their civil rights and freedoms, are able to protect them, have skills to participate in management and interact with government structures, are able to unite to solve common problems, thanks to what a person will be able to exist reasonably in conditions of choice, i.e., in conditions of freedom and responsibility, and due to what mutual understanding can be achieved in the municipality. Therefore, the presence of

feedback from the population is the most important condition for effective management and the formation of the responsibility system.

5. We conducted the analysis of the characteristics of Syrian institutions' and public administration bodies' activities, their responsibility (imbalance of the responsibility system, excessive role of political responsibility; the influence of the peculiarities of national culture on the responsibility system in field of public administration of Syria; the imperfect process of determining the priority of socio-economic tasks and needs for urgent goods, services and infrastructure (in conditions of colossal resource constraints due to military operations, destruction of infrastructure, economic crisis), determining specific mechanisms and forms of state responsibility for solving tasks; lack of interaction rules, legal norms, documents that clearly articulate certain roles and responsibilities of state and municipal bodies; lack of audit and reporting mechanisms of state bodies to ensure accountability "from top to bottom").

The specificity of the public administration in Syrian Arab Republic is that the key actor who determines the strategy of the economic and political state is its head. Local governments receive all funds from the central government, and any excess income should be returned to the state treasury. The desire to prevent the return of funds encourages corruption (the use of allocated funds at all costs), which is aggravated by making decisions in field of public administration under the influence of the confessional factor with full control of superiors who are often relatives³⁹.

As a positive trend, the introduction of the Syrian national public information system (at the initial stage), which contains three components, can be highlighted: 1) a government initiative to provide data; 2) a data management framework; 3) access to an information initiative. The Government's Open Data Initiative regulates the use of production, the use of shared data, the coordination of data and its sharing by all government agencies.

It should be noted that the responsibility in different regions of Syria and at different levels of government is different, and there is no single approach to its design. Some public administration bodies have feedback mechanisms, but it is not a norm. In Syria it is necessary to form a single comprehensive responsibility system in field of public administration, the implementation of which throughout the country will be aimed at strengthening the stability of Syrian economy, as well as laying the foundations for inclusive processes of social reconstruction. In addition, the public administration today does not rely on analytical centers or strategic research centers to develop plans. The government does not have a mechanism for auditing or making decisions on previously made decisions regarding whether a made decision is: predictable (a necessary but not sufficient condition that includes transparency and reliability);

³⁹N.D. Hurmuz, On the formation of the responsibility system in public administration in Syria // Public administration. E-journal. – 2017. – Issue 62. – pp. 156–168. – 0.8 printer's sheets.

justified (judgments about important values: what is right, good, necessary); fair (ideas about justice, i.e., inequality is impossible); accessible.

Speaking about the responsibility of the state to its citizens, we should also focus on its assessment. The responsibility system assessment is a complex task. Firstly, its multidimensional and complex nature makes it difficult to analyze. Secondly, it is not possible to assess the responsibility only by evaluating the effectiveness and productivity of the relevant structures. Thirdly, the perception of responsibility differs from person to person and from group to group. The assessment of the responsibility system depends largely on who was asked and what was looked at, it is associated with personal and group opinions, preferences and prejudices.

The responsibility of the state to its citizens is realized in the actions of civil servants (civil servants' responsibility) and in the state bodies' responsibility (that should be fixed in their goals, objectives, indicators, functions).

Respondents' perceptions of public administration in Syria vary considerably. For the most part, expectations are high and varied, with the understanding that newly established governance structures can hardly be compared to those that existed before the outbreak of armed conflict. The lack of security, financial stability and qualified personnel creates serious obstacles for public administration bodies at all levels.

Responsibility is also directly related to competence. In practice, the lack of responsibility is reflected in the absence of qualified people who could apply for certain positions. The increasing lack of qualified specialists creates problems for the entire public administration system. Over the years, many trained and experienced people have left the country or chosen to work in organizations where they receive higher salaries. In addition, it is possible to note shortcomings and significant problems that affect the success of interaction between public administration bodies in the provision of services, which in turn affects the way people perceive public administration and the legitimacy of its bodies. Another major challenge, closely connected with the limited resources, is ensuring the continuity and the sustainability of operations and activities. As soon as the project and its funding ends, the involvement of public authorities in this area often also stops, which seriously disrupts the long-term delivery of services. Other obstacles affecting the ability to provide services are the lack of qualified staff, equipment and supplies fuel and other basic necessities.

The conducted research of restrictions on public administration in Syria highlighted the following problems: (1) Imperfect process of prioritizing socio-economic tasks and needs for urgent goods, services and infrastructure at all levels. (2) Lack of assessment of the capacity of public institutions and public sector organizations at all levels to meet priorities. Lack of trust of citizens in public administration bodies due to imperfection of the system of responsibility at the

local level, at the level of state bodies⁴⁰, as well as responsibility civil servants for their actions and the implementation of ongoing projects and programs. (3) The development of relationships between state and local administrative units and other subjects of interaction is not sufficient. (4) There is no analysis of public finances, which calls into question the revision of existing development plans and strategies. (5) Insufficient development of governance mechanisms for various types of public administration bodies: ministries, agencies, institutions, etc., which weakens the responsibility system formation. (6) The absence of documents that clearly articulate certain relationships, roles and responsibilities between these bodies and the central government, as well as the tasks of reforming their internal management structure.

6. We considered the functioning system of the Ministry of Industry of Syria. We proposed the organizational and economic mechanism to form a responsibility system in field of industrial management, taking into account the possibilities of local management by results.

Before the unrest in Syria escalated into a full-scale war, Syria was probably one of the most centralized states in the region. The main task of the Government was to extend the power of the state apparatus and to ensure full control over all socio-economic processes. Therefore, the process of decentralization, in which power is actually transferred to the local authorities, is difficult in such a governance system and faces authorities' fears to lose control.

Due to the dynamics of the conflict, its duration and the widening gap between goals, the need for decentralization in Syria is firmly ingrained in the country's future. It is necessary to shift the focus from disagreements on the vertical distribution of power in public administration to discussions on the horizontal distribution of responsibility. Decentralization reduces the level of conflict by giving everyone a certain degree of autonomy and security, which in turn can help overcome the serious distrust that exists between the parties. On the other hand, with decentralization it is important to have a clear and transparent responsibility system at each level, since decentralization can be implemented at different levels, and these levels do not necessarily have to be the same across the country. In a country like Syria, experiencing a long and brutal civil war, it is difficult to form an idea of the responsibility system. However, the ability to interact at both the political and local levels is vital for effective governance and preventing the recurrence of conflict. Consequently, the development of the public administration system is closely related to the progress made in the process of developing an integrated responsibility system at different levels and in different sectors, and these processes need to be carried out simultaneously.

The thesis substantiates that decentralization should become a strategic policy of restructuring the government of Syria. The Syrian state should develop a model of decentralization

⁴⁰N.D. Hurmuz, On the formation of the responsibility system in public administration in Syria // Public administration. E-journal. – 2017. – Issue 62. – pp. 156–168. – 0.8 printer's sheets.

as a part of a new social contract, because under the current conditions, excessively centralized governance only worsens the crisis: national institutions cannot fully perform their functions, and military actions in the regions call into question the integrity of the territory and sovereignty of Syria.

The discussions on decentralization, including the decentralization of public administration, show both the advantages and risks of adopting a model of decentralized governance. The first argument in favor of decentralizing public administration concerns the assumption. Its idea is that the convergence of decision makers and the final "consumers" of public services will allow their supply to be adapted to local needs. This adjustment may be the result of better information about the needs available to local authorities, or tangible pressure of social expectations expressed in local government elections, or competition between local authorities, which, improves the supply of public services. The second argument is the democratic and participatory nature of decentralization. The increased role of the local community leads to greater involvement of citizens in the functioning of public administration and, consequently, to democratic control over the process. This participation can lead to an enrichment of the supply of public services, and the local democratic process promotes better cooperation of government bodies with their social environment. Thus, if, instead of decentralizing the powers of the state (while leaving the decision-making powers to the state and the municipal bodies), we follow the path of transferring powers to small and medium-sized businesses, partial privatization, then the manageability will decrease. This can be done in a peaceful and prosperous country in which business is structured and has a clear nationally oriented civic position, in a country that is not threatened by anything. But not in Syria, at least at the present stage.

The aim of decentralization is to restructure the state system the way it can provide services to citizens efficiently and productively. For the aim of this dissertation research, the term "decentralization" is understood as a process by which the central government transfers its powers, functions, responsibilities and finances or decision-making powers to other organizations located outside the center or to lower levels of government, either to scattered central government agencies (territorial offices of central authorities, provincial governments), or to the private sector. The main assumption is that by devolving authority to public authorities, strengthening local institutions while introducing accountability measures, administration and public services' delivery can be improved.

In the Ministry of Industry of Syria all targeted expenditure items are determined at the ministry level, without taking into account territorial features and the level of industrial development of the territories. In addition, all state expenditures are carried out from the unified state budget under the direction of the Ministry of Finance. Any excess income should be returned

to the state treasury⁴¹. In the Syrian conditions, completely decentralized tasks are the own tasks of local self-government bodies. We believe that there should be three levels of decentralization in the industry aspect, since each of them is specific to different tasks or functions. For example, financial supervision may be decentralized in the Syrian Ministry of Industry; the implementation of various programs and projects may be delegated, and the delegated tasks can be financed through targeted subsidies, since this financial instrument guarantees the government a certain level of control over how the task is performed; and the management of industrial enterprises and their financing should be completely decentralized, this is a constant transfer of responsibility for individual tasks and at the same time ensuring a great autonomy during performing these tasks.

Now local communes do not participate in the management of the branches (industry), the beginnings of decentralization in the management of Syrian industry exist against the background of excessive centralization. Decentralization should help to faster completion of projects by giving to the local managers greater discretion in decision-making so that they can overcome the "bureaucracy" and cumbersome procedures often associated with overly centralized administrations. The degree of success is determined by the feasibility of decentralization plans, the degree of coherence of government mechanisms and the circumstances surrounding the implementation of the plan. Thee properly implemented decentralization increases the public servants' awareness of local conditions, encourages community leaders to play an active role in development of the industrial potential of communities and creates better connections between local residents and leaders, as well as between officials. The need to move to the decentralized industrial management system depends on a number of factors, including stable economic conditions, raising public awareness and promoting objective democratic practices in project decision-making, changing the culture of managers and employees and delegating authority and responsibilities to the regions. Of course, the transition to a fully decentralized system is still risky due to the ethnic and religious diversity and complex nature of the state.

Low efficiency of management decisions in field of industrial management in Syria is associated with the following factors: 1. The presence of regions with another administration, due to the military-political situation. 2. The president of the country has great powers, with the help of which he does not allow the autonomous development of territorial communities, their industrial potential (in particular, in field of oil production and processing). 3. The state's inability to control the counterparty's response to its actions fully. 4. Imperfection of the political process. Under the influence of voters, special interest groups state bodies most often use inadequate methods of regulating industry and thus implement ineffective policies. 5. Limited control over the state

⁴¹N.D. Hurmuz, On the formation of the responsibility system in public administration in Syria // Public administration. E-journal. – 2017. – Issue 62. – pp. 156–168. – 0.8 printer's sheets.

apparatus that manages industry. 6. Duplication and partial overlap of functions and roles between ministries and departments of the civil service. The lack of the unified management system for civil service entities is mainly due to the lack of the Organic Law and the unclear division of powers between ministries (parallel structures, overlapping competencies and "territory battles"). In addition, donor agencies create autonomous parallel executive structures in ministries whose employees are not connected with the public service sector.

Today in Syria, decentralization in field of industrial management is very weak, most of all it can be observed in the territories controlled by the opposition, where the local administrative councils function. In government-controlled territories, the designated governor has a primary responsibility for ensuring that local efforts are aligned with national strategies, with vague authority over most areas of public administration. Despite the fact that this structure implies a departure from the traditionally centralized Syrian state. However, in state-controlled areas it exists still mostly on paper. It can be said that the decentralization in Syria is shaped by a standardized but simplified and fragmented framework, rather than the detailed and multifaceted approach required for an effective reform. For example, the budget is formed at the central level and funds are transferred to local levels, but the budget funds do not coincide with the real needs of the territories and their target orientation does not provide solutions to the most acute problems of the Syrian state development.

The formation of the unified management by results mechanism in the sphere of public administration in Syria, as well as the creation of an adequate normative-legislative framework governing the technological basis and the foundations of the concept of performance management, the introduction of management by results principles into the activities of the public sector will overcome successfully the conditions of external dynamics that form negative political and economic background and contribute to the effective macroeconomic and social development of Syrian state. The mechanism should be created in the process of streamlining the classification of Syrian state authorities' activities from the standpoint of achieving the planned result, linking the main internal management processes and the strategic component of the public sector's activities with tools for measuring performance. First of all, it applies to industry. It is necessary to develop a concept of the organizational and economic mechanism for regulating industry in order to introduce it into the activities of the Syrian Ministry of Industry. A diagram of this concept is shown in Figure 5.

CONCEPT OF ORGANIZATIONAL AND ECONOMIC MECHANISM OF INDUSTRIAL REGULATION							
Aims: Industrial development and modernization reducing the level of differentiation of the socio-economic space by establishing network interactions between less economically developed territories and growth poles; ensuring the integration of the socio-economic space; promotion of effective use of territories ' own potential; improving the competitiveness of territorial communities							
Regulatory entities			Subjects - participants of regulation				
Central authorities	Regional authorities	Local self-government bodies	Financial institutions	Public organizations	Population, society	Business and organizations	Investors
Regulatory principles: Consistency, synergy, evolution, goal setting			Levels of regulation: National, regional, local				
Regulatory tools Program-specific approach							
Institutional Regulatory documents: legislative regulations; regulations and regulations; licenses and accreditation; methods and recommendations. Program-specific documents: strategies, programs.	Financial and budgetary department • Financial: public investments, public loans; funds of financial resources (national, regional, private) benefits • Budget: inter-budget transfers, subventions, subsidies; local budgets (in terms of own revenues); development budget; local taxes, local borrowings.		Organizational and territorial level • Clusters, Industrial parks; Technology parks, Special economic zones, Innovation and technology centers, Logistics centers.		Organizational and Communication Center Regional Development Agreement; Public-private partnership; municipal-private partnership; Social partnership; Business infrastructure, transport and social infrastructure; Conferences, seminars, forums, fairs of social initiatives.		

Figure 5 – Scheme of the concept of organizational and economic mechanism of industrial regulation

Source: prepared by the author

It is proved that administrative decentralization in field of industrial management can also increase national economic stability, supporting the ability to cope with crises, whether of a political, economic nature or security situations. Decentralization leads to faster economic growth and the increase of productivity. In the process of forming a new responsibility system, it is necessary to develop and to implement administrative mechanisms for the distribution of responsibility: legislative acts, quality standards for the provision of public services, administrative regulations of professional activity of civil servants. Only the existence of a correct and complete regulatory framework will make it possible to understand clearly at all levels of public administration: what administrative decisions need to be made specifically in order to allocate this responsibility, as well as the measures of responsibility applicable for each possible result.

Based on the management by results model in the Ministry of Industry of Syria, the dissertation research proposes the conceptual model of the responsibility system in industrial management, which has the following key features: strategic levels of responsibility; strategic

framework of responsibility; responsibility assessment criteria that focus on efficiency, relevance, effectiveness, institutional development and sustainability.

III. CONCLUSIONS AND SUGGESTIONS

The study of theoretical and practical aspects of the public administration system in Syria revealed the need to improve the efficiency and effectiveness of public administration by introducing a comprehensive responsibility system characterized by levels, types, forms, as well as taking into account the "point" (local) provision of resources and the introduction of assessment of their use's effectiveness. It is necessary to transform the public administration system taking into account local priorities in the conditions of severe restrictions on the used resources. The author justified the importance of the implementation of management by results principles and the responsibility system in Syria.

It is determined that the tasks of governance based on the responsibility system in Syria can be a synergistic combination of the concepts of a rational bureaucracy, a new state administration, the main factors of which are: changing the functions and structure of executive bodies in order to eliminate duplication of their powers; reforms in the budget expenditures and revenues system; reforms in the state regulation system; concentration based on the transfer of powers and decentralization of power; reorganization of state control; deregulation and simplification of management procedures; organization of free access to information reflecting the results of government activities; introduction of a mechanism for public-state consultations on policy development; formation and development of knowledge management in the public administration system; ensuring an effective system for stimulating administrative reform at the level of territorial authorities; creating an infrastructure for information exchange and supporting the implementation of administrative reform at all levels of government; applying modern information technologies; reform of the public service principles and standards; implementation of the accountability principle and state control over public organizations.

The introduction of the responsibility system, as shown in the dissertation research, is a determining factor in improving the public administration in Syria. The responsibility system could be a cornerstone of the new social contract currently being drafted. The need for a responsibility system exists both at the level of municipalities and in sectoral management, the elements of the system of responsibility are already visible. With their support and integration, on condition of the reasonable delegation of authority, along with a clearly delineated responsibility for results, with a "point" concentration of resources in particularly important areas, especially in the industrial sector, where the potential of Syria is especially great due to the presence of colossal

natural (energy) resources , the socio-economic situation in Syria can and must stabilize and Syrian Arab Republic will certainly become a prosperous country.

KEY PUBLICATOINS OF THE AUTHOR RELATED TO THE TOPIC OF THE DISSERTATION

The most significant research results are described in 6 scientific articles, 1 of which was published in Scopus-indexed journal, 2 in journals from the Higher School of Economics' list of high-ranking journals. The total volume of the publications by the author reached 4.6 printer's sheets, while the author's personal contribution amounted to 4.6 printer's sheets.

Publications in Scopus-indexed journals:

1. N.D. Hurmuz, Evaluation of the effectiveness of the modern system of public administration in Syria and the possibility of introducing change management // Public administration issues. – 2018. – No. 6. – pp. 107–118. – 0.8 printer's sheets (Q3, 2018, SJR⁴²).

Publications in journals from the Higher School of Economics' list of high-ranking journals:

2. N.D. Hurmuz, The system of government in Syria and Iraq: problems and prospects // Forging and stamping production. Material working by pressure. – 2021. – No. 1. – pp. 26–31. – 0.3 printer's sheets.

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Other publications related to the topic of the dissertation:

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5. N.D. Hurmuz, On the formation of the responsibility system in public administration in Syria // Public administration. E-journal. – 2017. – Issue 62. – pp. 156–168. – 0.8 printer's sheets.

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⁴²<https://www.scimagojr.com/journalsearch.php?q=21100778766&tip=sid&clean=0> (Access date: 25.10.2021)