



GEORGIAN INSTITUTE
OF PUBLIC AFFAIRS

Educational Program Title: Local Public Administration

Qualification Granted: Master of Public Administration

Program volume in Credits: 120 credits

Teaching language: Georgian

Level of higher academic education: Master's degree

Type of educational program: Academic

Academic leaders of the program: Aleksandre Svanishvili, Tsira Elisashvili

Program Description:

With over 20 years of expertise in teaching and research in the realm of local self-government, the Georgian Institute of Public Affairs (GIPA) is dedicated to advancing support for local self-government and decentralized management. Our focus is on fostering this support through our master's program. The program aims to cultivate a cadre of public administration specialists, managers, and analysts equipped with the requisite knowledge, skills, and sense of responsibility, all while upholding democratic values across all facets of public administration. Our graduates will be empowered to effect positive change both centrally and locally, leveraging resources efficiently and effectively to address prevailing public issues. They will operate within the framework of good governance and sustainable development principles, ensuring the sustainable progress of communities and regions.

Program Objectives:

The master's program in local Public Administration is designed to equip students with the following competencies:

1. In-depth knowledge of the basic concepts, theories, methods, approaches, and international standards of public administration and local self-government, considering their managerial, legal, economic, and public/private institutions, as well as governmental and non-governmental institutions perspectives.
2. Systematic knowledge of the main principles of planning, implementation, and evaluation of the sectoral directions of public administration at the local level and the specifics of decentralized management. This includes international best practices in local self-government, the European Charter of Local Self-Government, multi-level governance of the European Union, and the principle of involving citizens living in the territory of the self-governing unit.
3. Managerial skills in the field of public administration organization, policy planning and coordination, human resource management, public financial management, public service management, accountability and integrity at the local level, as well as the ability to analyze, develop and evaluate policies at the local self-government level using relevant tools.
4. Ability to plan, implement, and present research results on local self-government issues, following the principles of academic integrity and ethics in the field of public administration using qualitative and quantitative research methods and tools.
5. The ability to make decisions and take appropriate responsibility, both independently and within a team, in accordance with professional, ethical, and legal norms in the field of public administration and local self-government, at both strategic and operational levels.

Program Prerequisites:

The master's degree in local public administration program is open to individuals who hold a bachelor's degree or an equivalent academic qualification in public administration, social and behavioral sciences, education, business administration, management, or law and wish to deepen their knowledge in the field of public administration. Accordingly, the following are the necessary prerequisites for enrollment in the master's program:

1) Bachelor's degree or equivalent in the mentioned field.

2) Passing the threshold of general master's exams.

3) Knowledge of the English language at the B2 level: a master's degree candidate is required to know the English language at the B2 level, which must be confirmed by an internal university exam or by an international certificate confirming knowledge of the English language (TOEFL (P/B 513 score; I/BT 87 score); IELTS (5.5 band score); FCE; PTE (general level 3); Michigan ECCE. A master's degree candidate is exempt from submitting an English language test or relevant certificate if they have completed a master's or bachelor's program in English, either in Georgia or abroad.

4) Interview with the admission committee: the purpose of which is to evaluate the knowledge of the applicant in the field of public administration and to determine the compatibility of the applicant's skills with the master's program.

The list of sectoral issues, together with the English language test sample, can be accessed on the university's website.

It is possible to enroll in the program without passing the common master's exams - "On the approval of the procedure for submission and review of documents by entrants/master's degree candidates/students with the right to study in a higher educational institution without passing the unified national exams/common master's exams" of the Minister of Education and Science of Georgia, December 19, 2011 for candidates for master's degree defined in Article 2, Clause 2 of Order No. 224/N.

Learning Outcomes of the Program:

Graduate of the Local Public Administration Master's Program:

Knowledge and understanding:

1. Demonstrates in detail the key principles and concepts of public administration and local government organization, policy planning and coordination, human resources, public/municipal services and public financial management, accountability and integrity, current trends in the field, standards of good governance, best practices and their economic, legal and managerial features at both the central and local levels.
2. Taking into account the specifics of comparative public administration and multi-level governance of the European Union, systematically understands the experience of reforming public administration at both the central and local levels and determines the main characteristics of the mechanisms of sectoral public administration and the types of administrative processes.

Skills:

3. Identifies problematic issues within public administration and local self-government, develops alternative solutions, and, through economic and regulatory impact assessments, along with non-economic analytical tools of public policy analysis, selects optimal solutions to support evidence-based policy-making and coordination processes. Additionally, creates appropriate local-level policy documents, such as medium-term municipal development strategies and priority documents.
4. When evaluating each area of public administration, both centrally and locally, and overseeing relevant processes, the focus remains on sustainable development goals and the efficient utilization of risk factors and resources (including informational, human, material, financial) of public/private, governmental, and non-governmental institutions.
5. Utilizes qualitative and quantitative methods and tools to systematically process and critically analyze modern and complex professional and academic approaches and information. Independently gathers

empirical research data to create research papers on issues concerning local self-government, adhering to academic honesty and ethics. Presents research findings to the professional and academic community in both written and oral formats.

6. Critically analyzes the intricacies of state financial system regulation and functioning, the interactions between central and local budgets, and the tools for implementing and assessing budget processes at the local level.
7. Following the principles of full-cycle project management and operational management at both central and local levels, analyzes existing public services. Evaluates, modifies, and models them, incorporating digital governance and open governance standards as necessary.
8. Analyzes and evaluates the specifics of managing and administering public agencies at both central and local levels. Examines methods and tools for organizing, planning, ensuring, monitoring, and evaluating their activities. Develops relevant human resources strategies, public communication strategies, and mechanisms for involving the local population. This contributes to career advancement and the establishment of a stable, merit-based public service characterized by integrity, political neutrality, impartiality, and accountability.

Responsibility and Autonomy:

9. Recognizes and respects professional standards within public administration and local self-government, along with principles of good governance. Considers the protection of human rights, constitutional order, and democratic values when independently making decisions to address complex social problems in these fields.
10. Acknowledges the specifics of fair self-government within public administration. Independently assesses and identifies professional development needs for both themselves and team members to foster career growth.

Teaching-Learning Methods:

The teaching-learning methods of the master's program in local public administration are designed to achieve the educational program's learning outcomes, assimilate specific material, and develop particular skills and responsibilities. They are in accordance with the assessment approved by the order of the Minister of Education and Science of Georgia No. 3 of January 5, 2007, "On the rules for calculating credits for higher education programs," subject to a commitment to providing in-depth student feedback by academic and visiting staff on approaches and criteria.

The teaching and learning methods in the local public administration master's program are grounded in best practices and the experience of developing competencies related to public administration, as well as the sectoral characteristics of public administration. These methods are implemented through various approaches, including induction, deduction, analysis, verbal methods, demonstration methods, group work, practical work, learning by doing, independent study, case studies, project-based learning, problem-based learning, simulation training, consultations, brainstorming, discussions and debates, presentations, e-learning, and more.

Employment Opportunities:

A graduate of the local public administration program can be employed directly in the public sector (in state structures, both local and central government bodies) as well as in local and international organizations focused on public sector development. They can pursue a successful career in public administration in various sectoral directions. The program provides deep theoretical knowledge and practical experience, enabling graduates to conduct research or engage in practical activities in various areas of public administration as analysts and managers.

Human Resources Necessary for Program Implementation:

The implementation of the master's program in local public administration is supported by appropriate human resources. The compulsory and optional subjects in the educational program are taught by the university's academic

staff, including professors invited from abroad and specialists with relevant experience and competencies. For more information on human resources, refer to Annex N3.

Material Resources Necessary for Program Implementation:

The university utilizes its infrastructure and material-technical resources to support the achievement of the learning outcomes outlined in the master's program in local public administration. These resources include training auditoriums and conference halls equipped with appropriate inventory, libraries furnished with computer equipment and information and communication technologies, computer labs equipped with internet-connected computer systems and necessary software for the learning/teaching process, and various technical devices and equipment.

The educational program ensures access to relevant textbooks and methodological literature. The university library provides students with access to pertinent printed and electronic textbooks aligned with the syllabi of study courses, instructional and scholarly literature, as well as the library's book fund database and international electronic databases accessible both on and off-campus via the university's website.

Heads of the academic program:

Head of the Academic Program: Professor Aleksandre Svanishvili

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Email: a.svanishvili@gipa.ge

Head of the Academic Program: Professor Tsira Elisashvili

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Email: ts.elisashvili@gipa.ge

Structure and Curriculum of the Master's Program in Local Public Administration:

The local public administration master's program comprises teaching (95 ECTS) and research (25 ECTS) components.

The educational component of the master's program in local public administration aims to cultivate sectoral and methodological expertise in master's students by fostering relevant knowledge, skills, and responsibilities in various sectoral aspects of local public administration. This objective is achieved through a combination of mandatory and optional courses offered as part of the program.

The research component of the local public administration master's program entails the completion of a master's thesis.

This thesis is a compulsory element of the program, and its fulfillment is validated through the presentation and defense of the thesis. The master's thesis constitutes an individual, independent, and original research endeavor by the student. The overarching goal of completing and defending the master's thesis is to enhance the student's capacity to conduct autonomous research in the field of public administration, articulate the findings of their study, and substantiate their arguments based on research outcomes. The student is responsible for upholding standards of academic and research integrity throughout the master's thesis process. Additionally, the defense of the thesis project/prospectus serves as a periodic formative assessment of the student's progress and is a prerequisite for eligibility to defend the master's thesis. The evaluation of the scientific-research component of the master's education program in local public administration adheres to the evaluation system specified in order No. 3 issued by the Minister of Education and Science of Georgia on January 5, 2007, titled "On the Rules for Calculating Credits for Higher Education Programs."

M.A. Program Curricula in Local Public Administration

№	Course Code	Prerequisites	Courses	ECTS Credits/Hours				Student workload	
				I year		II year		Contact hours	Independent hours
				Semester					
				I	II	III	IV		
				29	31	30	30		
Obligatory courses									
	LG101	None	Legal Dimensions of Public Administration	5					
	LG102	None	Economic Dimensions of Public Administration	5					
	LG103	None	Public Administration and Organizational Theory	5					
	LG104	None	Organization of Public Administration and Management Principals at the municipal level	5					
	LG105	None	Management for Private, Public and Non-governmental Organizations	5					
	LG106	None	Academic Writing	4					
Obligatory courses									
	LG201	LG101, LG102, LG104	Strategic and Economic Development of Municipalities – Material and Financial Recourse Management		5				
	LG202	LG102	Public Financial Management and Budgeting						
	LG203	LG106	Quantitative and Qualitative Research Methods		6				
	LG204	LG102, LG105	Strategic Management – Policy Planning, Coordination and Performance Management		5				
	LG205	LG105, LG103	Comparative Public Administration and International Practice of Local Governance		5				
Obligatory courses									
	LG301	LG204, LG205	Project and Municipal Public Service Management			5			
	LG302	LG201, LG202, LG204	Regulation Impact Assessment (RIA)			5			
	LG303	LG201, LG202	Management of Cultural Heritage and City Policy			5			
	LG304	LG203, LG204, LG205	Local Self-Government Laboratory			5			
	LG305	LG102, LG104	Urban Management – International and Local Practice			5			
Obligatory courses									
	LG401	LG 106, LG203	Master Thesis Design				5		
	LG402	I-III semester obligatory courses	Master Thesis				25	-	
Elective courses									
	LG501	LG101,	Rural Development and Management		5	5		-	5

		LG102, LG103, LG104, LG105, LG106						
	LG502	LG101, LG102, LG103, LG104, LG105, LG106	EU Integration Policy Management		5			
	LG503	LG101, LG102, LG103, LG104, LG105, LG106	Management of Election Process and Technologies		5			
	LG504	LG101, LG102, LG103, LG104, LG105, LG106	Municipal Transport Management			5		
	LG505	LG101, LG102, LG103, LG104, LG105, LG106	Gender Diversity Policy Management			5		
	LG506	LG101, LG102, LG103, LG104, LG105, LG106	Municipal Waste Management			5		

Table # 1: Mapping the Course Objectives and Program Learning Outcomes for Local Public Administration M.A Programme

Program Objectives					
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Knowledge and understanding					
Learning Outcome 1					
Learning Outcome 2					
Skills					
Learning Outcome 3					
Learning Outcome 4					
Learning Outcome 5					
Learning Outcome 6					
Learning Outcome 7					
Learning Outcome 8					
Responsibility and Authonomy					
Learning Outcome 9					
Learning Outcome 10					

Table N3: Mapping the Learning Outcomes for Local Public Administration M.A Programme

This map illustrates learning outcomes concerning compulsory subjects, which are further categorized into three (3) levels: a) I (Introduction) - introductory level, b) D (Development of knowledge) - deepening of knowledge, and c) M (Mastering) - strengthening of knowledge. Additionally, the program incorporates a practical component - P (Practical application of knowledge/research). Training courses may also occur at the development and practice (DP) or advanced and practice (AP) level.

	Teaching Component	Knowledge and Understanding		Skills						Responsibility and Autonomy	
		1	2	3	4	5	6	7	8	9	10
	Mandatory Courses										
1.	Legal Dimensions of Public Administration	I	I	I					I		
2.	Economic Dimensions of Public Administration	I	I	I			I		I		
3.	Public Administration and Organizational Theory	I	I		I	I				I	I
4.	Organization of Public Administration and Management Principals at local level	I	I		I		I	I	D	I	
5.	Management for Private, Public and Non-governmental Organizations	I			I		I	I	D		I
6.	Academic Writing					D					
7.	Public Financial Management and Budgeting	D	D	D	I		D		D		
8.	Quantitative and Qualitative Research Methods					DP					
9.	Comparative Public Administration and International Practice of Local Governance	D	D			D				D	
10.	Urban Management – International and Local Practice		D					DP	DP		
11.	Regulation Impact Assessment (RIA)			DP	DP		D	D	D	D	
12.	Management of Cultural Heritage and City Policy		D	D					D	D	
13.	Strategic Management – Policy Planning, Coordination and Performance Management			MP	MP				DP	D	
14.	Project and Municipal Public Service Management	D		DP	D		D	MP	D		D
15.	Local Self-Government Laboratory			DP	DP				DP	MP	DP
16.	Strategic and Economic Development of Municipalities – Material and Financial Recourse Management	D	D	DP	DP		MP		DP		D
17.	Master Thesis Design	MP	MP			MP					
18.	Master Thesis	M	M	M		M			M		M

Appendix #2 – Personal Documentation about the Academic and Administrative heads of the programme

(CURRICULUM VITAE)

Aleksandre Svanishvili

Personal Information

Nationality: Georgian

Place of Birth: Tbilisi. Georgia

Address home: 3rd Turn N8 Mukhrani Str, 0141, Tbilisi, Georgia

Tel/ home: 995.32. 618208

Mobile: 5.99. 561354

E-mail: sandrosvan@yahoo.com;

Date of birth: 01.11.1961

Marital status: Married

Education	<ul style="list-style-type: none"> - 1980 – 1988 State University. Law faculty. Tbilisi. Georgia. - 1988-1991 Academy of sciences. Institute State and Law. Tbilisi. Georgia - 2012 - 2014 - PhD candidate of the Georgian Institute of Public Affairs (GIPA)
Academic degree and current position	<ul style="list-style-type: none"> - Doctor of Social Sciences. - Professor of the Georgian Institute of Public Affairs (GIPA), Head of Local Public Administration Programme
Professional experience	<ul style="list-style-type: none"> - 2018 – present - Head of Local Self-Government Master's Program - June 2013 – present - UNDP Project "Fostering Regional and Local Development in Georgia", Legal Expert - 2013 – up to date - Expert of the Women's Information Center (WIC), - Head of direction: Gender Mainstreaming in the policy documents; - March 2011 – April 2013 - UNDP Project “A Strong Parliament in a Consolidated Democracy”. Legal Expert in Local Governance. - November 2009 – March 2011 - UNDP Support to the Local Governance Reform in Georgia. Project Expert - January 2009 - November 2009 - Secretary of Working Group on Regional Menegment, Institutional Set-Up and HR Development/Project Assocaite - April 2007 – January 2009 - The Center for Governance Sistem and Teritorial Arrangement Reform, project associate on local self-government institutional arrangement issues - February 2006 – April 2007 - Legal Expert. National Association of Local Authorities of Georgia. Supported by the Urban Institute. - 2004 – 2005 - Institutional Specialist. Municipal Development Fund of Georgia - 1993 – 2004 - Head of Legal Department. Regional Policy and Management Service of the President of Georgia. - 1992 – 1993 - State advisor. Regional Policy and Management Service of the President of Georgia.
Completed works	Author or co-author of all draft legal acts issued since 1991, which concern local self-government, local and regional government. Author or co-author of typical regulations issued for local self-government
Publications	<p>Authorship:</p> <p>Manuals:</p> <ul style="list-style-type: none"> - "Municipal Dictionary" (2008) - "Institutional arrangement of local self-government" (2009) - "Desk Book for City Council Members" (2010)

	<ul style="list-style-type: none"> - "Desk book for employees of the executive body of the self-governing unit" (2012) - "Desk Book for City Council Members" (2016) - "Desk book for employees of the executive body of the self-governing unit" (2016) - "Local economic development." Guide for municipalities". (2019) - "Local economic development." Guide for municipalities". Second Edition (2021) <p>Articles:</p> <ul style="list-style-type: none"> - "Local co-society (nation) as a necessary condition for the implementation of local self-government" is published in the Bulletin of the Caucasus International University (2016, N10) - „The Local Self-Government Code of Georgia, the issue of self-organization and the concept of self-government according to the European Charter of Local Self-Government“ Published in the online journal of the Institute of Public Affairs of Georgia (2016) <p>Co-authored by:</p> <p>Manuals:</p> <ul style="list-style-type: none"> - "Council Member's Desk Book" (1999) - "What is local self-government" (2001) - "Desk Book of a Public Servant" (2002) - "Public Service" (2004) - "Documentation of proceedings of local self-government bodies and services" (2008) - "Report on the Development of Local Democracy in Georgia" (2007) - "1991-2011 Report on the Development of Local Democracy in Georgia" (2013) - "Manual for newly created municipalities" (2014) - "Guide on Local Self-Government" (2014) - "Legal bases of activities of executive and representative bodies of local self-governments" (2014) - "Handbook of Public Administration". TSU. 2016 - "Handbook of administrative science" TSU. 2017 <p>Comments on the law:</p> <ul style="list-style-type: none"> - Commentaries on the Organic Law of Georgia "On Local Self-Government and Governance" (2003); - Commentaries and Explanations of the Law of Georgia "On Public Service" (in 2003) - Comments on the Law "On State Supervision of Activities of Local Self-Government Bodies" (2007) - Commentary on the Law "On Local Self-Government" (Chapter I-VII of the Law) (2006) - Commentaries on the Law "On Agricultural Cooperatives" (Articles 8-13 of the Law) (2017)
<p>Studies, recommendation and methodological documents</p>	<ul style="list-style-type: none"> - "Participation of citizens in the implementation of self-government legal mechanisms". 2013 - "Gender equality, legal foundations and institutional structure of Georgia" 2014. - "Legislative Basis of Climate Change". 2015 - "Gender quota as one of the mechanisms for ensuring gender equality in political life" 2016 - "Recommended strategy and action plan for ensuring gender equality of the municipality" 2017 - "Guide to Participatory Budgeting for Municipalities". 2019 - "Local Fees. Georgian legislation and international practice". 2020 - "Gender Equality Municipal Policy Planning, Monitoring and Evaluation Guide." 2020 - "Participatory Gender Audit Methodology". 2020 - "Methodology of self-assessment of the municipality's gender equality action plan". 2020 - "Municipal Gender Equality Council Communication Strategy Document Development Methodology". 2020 - "Cooperation and coordination of activities between gender equality institutions". 2020 - "Methodology of research on the needs of ensuring gender equality of the population of the municipality" 2020

	<ul style="list-style-type: none"> - "Methodology of municipal gender statistics". 2020 - "Provision of public transport services by municipalities" 2023
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(CURRICULUM VITAE)

Tsira Elisashvili

Personal Information

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Fl. 75, Tbilisi 0100, Georgia

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<u>Education</u>	<ul style="list-style-type: none"> - 2012 – present - Georgian Institute of Public Affairs (GIPA), PhD programme in Social Science/curtly Public Administration PhD programme. - 2003-2004 - Georgian Institute of Public Affairs (GIPA), School of Government, Local Governance Program, Qualification: Master’s degree in Local Governance - 1991-1997 - Tbilisi State Academy of Arts, Monumental Arts Diploma, Qualification: Painter in Monumental Art
<u>Working Experience</u> - (15 years)	<ul style="list-style-type: none"> - 2014 o present – Professor, GIPA- Georgian Institute of Public Affairs - 2013 to present - Head of Cultural Heritage Center at GIPA - Georgian Institute of Public Affairs - 2012-2023 - Georgian Institute of Public Affairs (GIPA), Head of Public Policy M.A. programme - 2012 – present - Georgian Institute of Public Affairs (GIPA), Local Public Administration M.A. Programs - 2023 – present - Georgian Institute of Public Affairs (GIPA), Public Administration M.A. programme - 2012 – present - LTD “Planning and Restoration Centre”, Director - 2010-2012 - LTD “Art Ubani” - Project Manager - 2008-2010 - LTD “Noema +” -Project Manager - 2007_2008 - Tbilisi Public Space Planning and Development Centre, Deputy Director - 2005 to present - Georgian Institute of Public Affairs (GIPA). - 2006_2007 - Lecturer in Cultural Heritage and Urban Policy - 2005 – present - Ministry of Infrastructure and Development, Deputy Chief of Architectural Inspection - 2004-2004 - Tbilisi City Council, Tbilisi City Council PR committee member. - 2002 -2003 - Academy of Arts, Trainer, Lecturer in Monumental Arts Composition"
Ongoing Project	<ul style="list-style-type: none"> - "Historical-architectural research project regarding the placement of QR codes on historical buildings (185 buildings) located in Tbilisi - 2024.
Completed Projects	<ul style="list-style-type: none"> - “Tbilisi territory research and urban analysis” – Under the project “Public space design” implemented by LTD “Art Ubani” , financed by Dzveli Tbilisi Gamgeoba - “Exterior rehabilitation and renovation of 17 buildings in Sololaki” implemented by LTD “Art Ubani” , financed by Dzveli Tbilisi Gamgeoba - “Exterior rehabilitation and renovation project of the building at Kostava St. and Rustaveli Av.” implemented by LTD “Art Ubani” , financed Dzveli Tbilisi Gamgeoba - “Rehabilitation project of Village Dzalisa Archaeological center” - implemented by LTD “Art Ubani”, financed by National Museum in Tbilisi - The Ongoing Rehabilitation Works at Gudiashvili Square and Orbeliani Square and Their Compliance with International Standards - A Joint Project of the Association of Young Lawyers of Georgia and Tbilisi Hamkr. 2018-2022

Public Speeches	<ul style="list-style-type: none"> - TBILISI PHOTO BIENNALE 20 – Public lecture, “Tbilisi Stories”, 2023 - GIPA TALKS - Public Lecture: "From Saldati Square to Orbeliani" (2023) - GIPA - Online Public Lecture: "The Right to the City" – 2021 - GIPA Stories - Story #6: SALVE in Tbilisi – 2019
Publications	<ul style="list-style-type: none"> - “Old Tbilisi Urban Rehabilitation” – implemented in 2003 y, financed by Dzveli Tbilisi Gamgeoba - Architectural-Artistic analysis and evaluation of historical buildings at Rustaveli Av. #24, #26, #28 – implemented in 2006 year, financed by Dzveli Tbilisi Gamgeoba. - “Galaktioni St. #24/21 Historic building survey” - implemented in 2006 year financed by Dzveli Tbilisi Gamgeoba. - The results of the revision of the list of cultural heritage - Tbilisi Hamkri, 2013 - Legal problems and violations of urban heritage protection - Tbilisi Hamkari, 2013. - “Legislative Framework of Cultural Heritage, Problems of Urban Heritage” – Case Study Published in the book “Public Administration in Georgia – Contemporary Cases” ISBN 978-9941-0-6747-1, 2014 - “Local Governance Competency in Cultural Heritage” published in the book “Sighnaghi Municipality Cultural Resources” under the project implemented by G-PAC in 2014 year - The Ongoing Rehabilitation Works at Gudiashvili Square and Orbeliani Square and Their Compliance with International Standards - A Joint Project of the Association of Young Lawyers of Georgia and Tbilisi Hamkri. 2018 - European Engravings of Old Tbilisi - Scientific Editor: "Artanuji" Publishing House, 2020. - Tbilisi Photo Biennale 2020 - Public Lecture: "Tbilisi News" (2023) Monument of National Significance of Cultural Heritage - Art Named after Shalva Amiranashvili Challenges Facing Museum Building - Research Supported by the Open Society Foundations (2022) - "Historical-architectural research regarding the placement of QR codes on historical buildings (185 buildings) located in Tbilisi - 2024. - "Wine in Georgian Art": "Gudiashvili Square is Waiting for You". Published by ARCHAEOPRESS - 2024."
Membership of Professional Associations	<ul style="list-style-type: none"> - 2006 to 2020 - Association of Caregivers of the City - Tbilisi Hamkari - 2010 to the present day - ICOM - since 2020 - Member of ICOMOS - National Group - 2021- Founder of the Initiative Group "For the Museum of Art" - from 2023 to the Present - "I Am the City" - Founder and Head
Awards	<ul style="list-style-type: none"> - “Best Diploma work” - GIPA - “For Scientific Works”- GIPA - “For contribution to GIPA” -GIPA
Computer Literacy	MS Windows, Ms. Word, Ms. Excel, PowerPoint

Annex N3 – Information about human resources of the program

#	Name, surname	Academic/Adjunct staff, academic position	Courses
1	Tsira Elisashvili	Associated professor	Management of Cultural Heritage and City Policy
			Master Thesis
2	Davit Jandieri	professor	Legal Dimensions of Public Administration
			Master Thesis
3	Mikheil Tokmazishvili	professor	Economic Dimensions of Public Administration
			Master Thesis
4	Tamar Kbiladze	Associated professor	Public Financial management and Budgeting
			Master Thesis
5	Nana Macharashvili	professor	Public Administration and Organizational Theory
			Strategic Management – Policy Planning, Coordination and Performance Management
			Master Thesis Design
			Master Thesis
6	Tedo Sanikidze	Assistant	Public Administration and Organizational Theory
7	Shalva Lazariashvili	Associated professor	Project and Municipal Public Service Management
			Master Thesis
8	Shalva Gogidze	Associated professor	Comparative Public Administration and International Practice of Local Governance
			Master Thesis
9	Natia Iakobidze	Associated professor	Academic writing
10	Aleksandre Svanishvili	Professor	Organization of Public Administration and Management Principals at local level
			Master Thesis
11	Ketevan Rukhadze	Assistant	Management for Private, Public and Non-governmental Organizations
12	Tamar Koberidze	Adjunct Lecturer	Management for Private, Public and Non-governmental Organizations
			Master Thesis
13	Nino Loladze	Assistant Professor	Strategic and Economic Development of Municipalities – material and Financial Recourse Management
			Local Self-Government Laboratory
14	Elisabed Sopromadze	Assistant	Comparative Public Administration and International Practice of Local Governance
			Local Self-Government Laboratory
15	Tamar Chkhaidze	Adjunct Lecturer	Quantitative and Qualitative Research Methods
			Master Thesis
16	Davit Nikolaishvili	Associated professor	Urban Management – International and Local Practice
17	Elene Khundadze	Adjunct Lecturer	Municipal Transport Management

18	Giorgi Chitadze	Adjunct Lecturer	EU Integration Policy Management
19	Tea Loladze	Assistant professor	Regulation Impact Assessment (RIA)
20	Giorgi Sharabidze	Adjunct Lecturer	Management of Election Process and Technologies
21	Shalva Pipia	Professor	Rural Development and Management
22	Nino Burdzenidze	Adjunct Lecturer	Gender Diversity Policy Management
23	Nino Gelashvili	Associated professor	Municipal Waste Management
24	Irakli Gokhelasvili	Adjunct Lecturer	Project and Municipal Public Service Management