

Program Title: Bachelor Programme in Governance

Qualification Granted: Bachelor of Public Administration

Program Volume in Credits: 180 Credits

Teaching Language: Georgian

Level of higher academic education: Bachelor Degree

Type of educational program: Academic

Academic leaders of the program: Giorgi Margvelashvili, Nana Macharashvili, Gvantsa Baselia.

Program Description:

GIPA - Georgian Institute of Public Affairs, with 30 years of teaching and research experience in public administration, offers a Bachelor Program in Governance. This program aims to develop unique management knowledge, practical skills, and a sense of responsibility that will equip you to manage changes in the field of public administration across all six areas of SIGMA Public Administration. It provides opportunities for employment and career advancement in non-managerial positions within the public sector, and also enables you to respond to public administration challenges in relevant directions. Additionally, it opens up employment prospects in non-governmental and international organizations outside the public sector, as well as the possibility of pursuing further studies at the master's level. Using innovative, practice-based teaching methods, the program is focused on guiding students in studying and solving complex public administration issues. In simulated scenarios, students will apply this knowledge in conditions that closely mimic real-life situations, gaining management skills based on concrete examples and best practices.

Purpose of the program

The goal of the bachelor's program in governance is to enable the student to:

Goal 1 - Acquire relevant basic theories, management principles, and innovative, effective governance processes for all six areas of public administration (organization of public administration, policy planning/coordination, human resources management, public service management, public finance management, and accountability and integrity). This knowledge will be based on the search for effective tools, considering managerial, economic, legal, and political dimensions, and grounded in international practices. (Fundamentals of knowledge in the field of public administration).

Goal 2 - Provide broad knowledge and skills for the effective functioning of different types of organizations, focusing on resources, their management, administration principles, methods, and models for decision-making and result-oriented decisions. (Organizational management skills).

Goal 3 - Develop the ability to identify problems in the field of public administration at both strategic and operational levels and solve them as a team and individually using appropriate analytical tools. This includes understanding the fundamentals of the processes and indicators necessary for strategic planning and management coordination, the legal regulatory framework of a public institution, and the implementation of an effective management system for accountability, reporting, evaluation, service/public good delivery, and public services and financial management. (Strategic planning, implementation, and evaluation with the provision of appropriate resources).

Goal 4 - Develop the skills to analyze problematic issues related to public administration and conduct small research projects on them, in accordance with predetermined guidelines, while observing the norms of academic/research integrity and ethics. (Ability to solve problems using appropriate analytical and research tools).

Goal 5 – Develop the ability to prepare relevant reports/documents related to the field of public administration and present them to the professional and non-professional community using modern information technologies. (Creation of documentation and effective communication of relevant products).

Goal 6 – Develop professional ethics in public administration, adherence to the principles of good governance, commitment to and respect for public values, democratic principles of state governance, and the ability to autonomously manage professional development. (Leading by ethical and professional standards).

Learning Outcomes of the Program

Graduate of the Bachelor Program in Governance:

Knowledge and Understanding:

Learning Outcome 1 – Describes the main theories, trends, and principles related to the field of public administration, including stages of development, innovative and efficient tools of the governance process, and international practices.

Learning Outcome 2 – At the national, sectoral, and organizational levels, identifies the processes and indicators necessary for strategic planning and management coordination, describes the legal foundations of public institutions, and outlines the basic principles of accountability, implementation of an effective management system, public goods provision, and public finance management.

Learning Outcome 3 – Examines the institutional, legal, political, economic, and social dimensions and main characteristics of state organization and public administration. Describes the forms of organizational arrangement and activity of administrative bodies and the mechanisms necessary for implementing result-oriented decisions.

Learning Outcome 4 – Considering the characteristics of the organization, determines the principles, methods, and models of management and administration of resources and activities relevant for effective functioning.

Skills:

Learning Outcome 5 – Identifies and analyzes problems related to public administration and, using quantitative and qualitative research methods, including public policy analysis tools, develops relevant solutions from various perspectives.

Learning Outcome 6 – In accordance with predetermined instructions and guidance, plans with correct time allocation in public administration, and adheres to principles of academic integrity and ethics. Carries out a small research paper, searches for and reviews relevant literature, formulates a research problem, obtains and analyzes appropriate quantitative and/or qualitative data, draws appropriate conclusions, and presents work in an argumentative manner.

Learning Outcome 7 – Participates in developing relevant reports/documents for the public administration field, formulates reasoned conclusions related to the field, and presents them to stakeholders using context-appropriate forms and modern information technologies.

Responsibility and Autonomy:

Learning Outcome 8 – Conducts activities based on principles of professional ethics, etiquette, and good governance, taking into account democratic values, constitutional order, and human rights when solving problems in public administration.

Learning Outcome 9 – Follows principles of teamwork, engages in managing problems related to public administration, and focuses on continuous professional development for oneself and others.

Methods of Teaching/Learning

The teaching-learning methods of the Governance Bachelor degree Program contribute to achieving the learning outcomes of the educational program, assimilating specific material, and developing particular skills and responsibilities. They are also aligned with the relevant evaluation approaches and criteria approved by the order of the Minister of Education and Science of Georgia dated January 5, 2007 No. 3, "On the rules for calculating credits for higher education programs," provided that there is a commitment to thorough feedback to students by academic and invited staff. The teaching-learning methods presented within the Governance Bachelor degree Program are rooted in best practices and the experience of developing competencies related to the field of public administration. They are implemented through the following common methods: Induction, Deduction, Analysis, Verbal Method, Demonstration Method, Presentation, Practical Work, Group Work, Project-Based Study, Problem-Based Study, Learning by Doing, Case Study, Simulation Study, Discussions/Debates, e-learning, and others.

Field of Employment:

Graduates of the Governance Bachelor degree Program will be able to find employment and apply the knowledge and skills they have acquired in a variety of contexts. These include state structures, encompassing both local and central government bodies, as well as within the non-governmental sector. The program offers comprehensive theoretical understanding and hands-on experience, empowering graduates to undertake research or participate in practical endeavors across diverse domains of public administration. They can pursue roles as analysts, non-managerial positions, and specialists.

Preconditions for the admission to the program:

Based on the results of the Unified National Exams, a person with a state certificate or an equivalent document confirming completing the general education, has the right to enroll in the undergraduate educational program in Governance. A person interested in enrolling in the program must pass the following national exams: Georgian language and literature; mathematics, math or history; and English, as a foreign language. Enrollment in the Bachelor Program in Governance without passing the Unified National Exams is possible based on existing legislation. In accordance with the procedure established by the Ministry of Education of Georgia and within the established time limits, the following is allowed for: (a) the citizens of foreign countries who have received complete general education or its equivalent education in a foreign country; (b) the citizens of Georgia who received full general education or its equivalent education in a foreign country and who have studied last 2 years in a foreign country; (c) the citizens of foreign countries (except for students participating in a joint higher education program and students participating in an exchange education program), who study/studied and received credits/qualifications in a foreign country in a higher education institution recognized in accordance with the legislation of this country; (d) the citizens of Georgia (except for students participating in the joint higher education program and students participating in the exchange education program), who live/lived, study/studied and received credits/qualifications in a foreign country in a higher educational institution recognized in accordance with the legislation of this country. Enrollment in the educational program is also possible through the mobility, in accordance with the rule of transfer from a higher educational institution to another higher educational institution approved by the order N10/N of the Minister of Education and Science of Georgia dated February 4, 2010.

The Opportunity to Continue Studying:

A graduate of the Governance Bachelor degree Program has the privilege to further their education in higher educational institutions in Georgia or abroad, specifically in the field of public administration within master programs. These programs are tailored to nurture the next generation of managers and researchers.

Human Resources Necessary for Program Implementation:

The implementation of the Governance Bachelor degree Program is facilitated by adequate human resources. Both compulsory and optional subjects outlined in the educational program are taught by the university's academic staff, supplemented by invited specialists possessing relevant experience and expertise in public administration. These specialists bring practical insights and competencies to the program. For further details on human resources, please refer to Annex N3.

Material Resources Necessary for Program Implementation:

University infrastructure and material-technical resources, available to students without restrictions, are utilized towards achieving the learning outcomes outlined by the Governance Bachelor degree Program. This includes: Training auditoriums and conference halls equipped with appropriate facilities; A library furnished with computer equipment and information and communication technologies; Computer labs featuring internet-connected equipment and requisite software for the teaching-learning process; Various technical devices, among other resources.

The educational program is supported by relevant textbooks and methodological literature. The university library offers students access to pertinent printed and electronic textbooks aligned with the syllabi of study courses, teaching-methodical and scientific literature, as well as the library's book fund database, international electronic databases accessible beyond the university, and the electronic catalog accessible through the university's website.

Bachelor Programme in Governance programme Heads:

Programme head: Professor Giorgi Margvelashvili

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Programme head: Professor Nana Malcharashvili

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Programme head: Assistant Professor Gvantsa Beselia

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**Curricula Structure for the Bachelor Programme in Governance
Bachelor of Public Administration**

№	Course Code	Prerequisites	Courses	ECTS Credits/Hours						Student workload	
				I Year		II Year		III Year		Contact hours	Independent hours
				semester							
				I	II	III	IV	V	VI		
				30	25	30	30	25	20		
Mandatory Courses (160 ECTS)											
First Semester											
1	PA1_1	N/A	Introduction to Management and managerial principles for public, private and non-governmental organizations	5						30	95
2	PA1_2	N/A	Foundations of Law	5						30	95
3	PA1_3	N/A	Foundations of Economics	5						30	95
4	PA1_4	N/A	Academic Writing	5						30	95
5	PA1_5	N/A	English Language A 2, B1, B2-1, B2-2	5						48	77
6	PA1_6	N/A	Management Laboratory (Professional Skills – level 1)	5						30	95
Second Semester											
7	PA2_1	Introduction to Management and managerial principles for public, private and non-governmental organizations	Introduction to Public Administration		5					30	95
8	PA2_2	Academic Writing	Qualitative Research Methods		5					30	95
9	PA2_3	Foundations of Law	The state of territorial arrangement of Georgia - Constitutional Law		5					30	95
10	PA2_4	N/A	Skills for Effective Communication		5					30	95
11	PA2_5	Respective level	English Language A 2, B1, B2-1, B2-2		5					48	77
Third Semester											
12	PA3_1	Introduction to Management and managerial principles for public, private	Financial Management: Public Financial Management and Budgeting			5				30	95

		and non-governmental organizations									
13	PA3_2	The state of territorial arrangement of Georgia - Constitutional Law	Organization and Management of local Self-government			5				30	95
14	PA3_3	Introduction to Public Administration/ Foundations of Law	Administrative law and proceedings in the public sector			5				30	95
15	PA3_4	N/A	Protocol for Diplomatic, Official and Social Relations			5				30	95
16	PA3_5	Academic Writing	Data Analysis and Quantitative Research Methods			5				30	95
17	PA3_6	Respective level	English Language A 2, B1, B2-1, B2-2			5				48	77
Fourth Semester											
18	PA4_1	N/A	Production and Management of Official Correspondence in Public Sector				5			30	95
19	PA4_2	Skills for Effective Communication	Strategic Communication and PR in Public Sector				5			30	95
20	PA4_3	Introduction to Public Administration	Financial-Economic Analysis and Evaluation Methods in Public Sector				5			30	95
21	PA4_4	Foundations of Law / Administrative Law	Public Service Law				5			30	95
22	PA4_5	Introduction to Public Administration	Public Policy Analysis: Strategic Planning, Monitoring and Evaluation				5			30	95
23	PA4_6	Respective level	English Language A 2, B1, B2-1, B2-2				5			48	77
Fifth Semester											
24	PA5_1	Introduction in Public Administration /Public Service Law	Anti-corruption/Integrity Management and Ethics in Public Sector					5		30	95
25	PA5_2	Introduction to Public Administration	Open Government, Open Data and Public Participation					5		30	95
26	PA5_3	Introduction to Public Administration	HR Management in Public Sector					5		30	95
27	PA5_4	Introduction to Public Administration	Eurointegration, EU Institutions and Policy Making					5		30	95
28	PA5_5	Management Laboratory (Professional Skills – level 1)	Management Laboratory (Professional Skills – level 2)					5		30	95
Sixth Semester											
29	PA6_1	Introduction to Public Administration	Planning, Implementation and Evaluation of Operations in Public Sector						5	30	95
30	PA6_2	N/A	Public Administration Reform Best Practices						5	30	95
31	PA6_3	Introduction to Public Administration	Public Administration and Political process						5	30	95

32	PA6_4	All mandatory courses of semester 1-5	Final research project in Public Administration						5	30	95	
Specialization Elective Courses (minimum 15 ECTS)												
33	PA_E11	Introduction to Public Administration	Public Administration and Secoral Policies in Action						5	5	30	95
34	PA_E12	Introduction to Management and managerial principles for public, private and non-governmental organizations	Leadership excellence for Public Sector						5	5	30	95
35	PA_E13	Foundations of Economics	Economics and Public Policy Making						5	5	30	95
36	PA_E14	Introduction to Management and managerial principles for public, private and non-governmental organizations	Management of Country Branding						5	5	30	95
37	PA_E15	Introduction to Public Administration/Public Service Law	Georgian Public Administration in Comparative Context						5	5	30	95
38	PA_E16	Introduction to Management and managerial principles for public, private and non-governmental organizations	Organizational Behavior						5	5	30	95
39	PA_E17	Open Government, Open Data and Public Participation	Advocacy for Public Administration Changes						5	5	30	95
40	PA_E18	Open Government, Open Data and Public Participation	NGO sector Management and Civic Engagement						5	5	30	95
41	PA_E19	Introduction to Public Administration	International Organizations' contribution for Public Administration Development						5	5	30	95
Free Elective Courses (minimum 5 ECTS)												
42	PA_Free1	N/A	World Civilizations						5		30	95
43	PA_Free2	N/A	Social Sciences						5		30	95
44	PA_Free3	N/A	Individual/Person and Society in World Literature						5		30	95
45	PA_Free5	N/A	Democracy, Media and Power						5		30	95
46	PA_Free6	N/A	Art and Craft of Negotiation						5		30	95
47	PA_Free7	N/A	Management of Collective Memory and Markers of Georgian Identities						5		30	95

Table # 1: Mapping the Course Objectives and Program Learning Outcomes for the Environmental Protection Management M.A. Program

Programme Objectives						
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6
Knowledge and Underspending						
Outcome 1						
Outcome 2						
Outcome 3						
Outcome 4						
Skills						
Outcome 5						
Outcome 6						
Outcome 7						
Responsibility and Autonomy						
Outcome 8						
Outcome 9						

Table # 3: Mapping the Program Learning Outcomes for 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	
Mandatory Courses											
1.	Introduction to Management and managerial principles for public, private and non-governmental organizations	I			I					I	
2.	Foundations of Law	I		I							
3.	Foundations of Economics	I			I						
4.	Academic Writing	I					I				
5.	English Language A 2, B1, B2-1, B2-2	I						I			
6.	Management Laboratory (Professional Skills – level 1)	I								I	I
7.	Introduction to Public Administration	I									
8.	Qualitative Research Methods					I	I	I			
9.	The state of territorial arrangement of Georgia - Constitutional Law		I	I							
10.	Skills for Effective Communication							I			
11.	Financial Management: Public Financial Management and Budgeting	D		D	D						
12.	Organization and Management of local Self-government	D		D	D						
13.	Administrative law and proceedings in the public sector	D	D	D	D						
14.	Protocol for Diplomatic, Official and Social Relations	D						D			
15.	Data Analysis and Quantitative Research Methods					D	D	DP			
16.	Production and Management of Official Correspondence in Public Sector							MP			
17.	Strategic Communication and PR in Public Sector		MP					MP			
18.	Financial-Economic Analysis and Evaluation Methods in Public Sector		DP	DP							

19.	Public Service Law	D P		DP					D	D
20.	Public Policy Analysis: Strategic Planning, Monitoring and Evaluation	D P	D P			D P		MP		
21.	Anti-corruption/Integrity Management and Ethics in Public Sector	D P	D P	D		D P			D	D
22.	Open Government, Open Data and Public Participation	D P	D P			D P		MP	D	D
23.	HR Management in Public Sector	D P	D P	DP		D P		M	D	D
24.	Euro integration, EU Institutions and Policy Making	D P		DP					D	D
25.	Management Laboratory (Professional Skills – level 2)				M P	M P				M P
26.	Planning, Implementation and Evaluation of Operations in Public Sector	D P	M P		M P				P	P
27.	Public Administration Reform Best Practices	D P	M P	DP					M P	M P
28.	Modern Statehood Management History of Georgia		M P	MP						
29.	Final research project in Public Administration	M		M			M	M		

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Education

1998- Ph.D in Philosophy – Ivane Javakhishvili Tbilisi State University
2094- Sociology, Ph.D programme, Central European University
1992 – Master in Philosophy, Ivane Javakhishvili Tbilisi State University

Current Positions

2020 – Professor – GIPA – Georgian Institute of Public Affairs
2014-2018 – President of Georgia
2012 – 2014 – Minister of Education and Science of Georgia
2010 – 2012 – Rector, GIPA – Georgian Institute of Public Affairs

Publications

2005 Editor: Zurab Zhvania: "Privilege of our generation" 1999 Editor: "Legislative changes of local self-government #1", Open Society - Georgia Foundation (OSGF)
1998 Editor: "Local Self-Government Legislative Amendments #2", Open Society - Georgia Foundation (OSGF)
Editor and co-author: "Local Self-Government Handbook"
1998 - "Open Society - Georgia" Foundation (OSGF), co-author of "Electoral Company Manual", National Democratic Institute (NDI) Author: "Philosophy of Individual Substance", "Necker" publishing house.
1994 Author: "The problem of finality in mythology" - private publication. 1988-2004 author and editor

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Education

2022- Ph.D in Public Administration – German University of Administrative Sciences Speyer
2011- Master of Public Administration, Tbilisi State University and German University of Administrative Sciences Speyer
2006 – Bachelor of Law, Tbilisi State University

Current Positions

Assistant professor – GIPA – Georgian Institute of Public Affairs
Head of Department of HRM in civil service – Civil Service Bureau of Georgia

Publications

- Irina Aghapishvili, Gvantsa Beselia, Nino Tsukhishvili, Commentaries on Decree of Government of Georgia on "Ethics and General Code of Conduct in Public Institutions", Tbilisi, 2018
- Gvantsa Beselia, Nino Tsukhishvili, Guideline for Georgian Civil Servants on Ethics and general code of conduct, Tbilisi, 2017
- Gvantsa Beselia, Irina Aghapishvili, (editors), Ethics and General Code of Conduct in Civil Service (Practical Handbook), third edition, Tbilisi, 2017
- Gvantsa Beselia, Using the Human Resources efficiently in Georgian Ministries (Analytical Paper), Tbilisi, 2017
- Gvantsa Beselia, Irina Aghapishvili, (editors), Ethics and General Code of Conduct in Civil Service (Practical Handbook), second edition, Tbilisi, 2016
- Gvantsa Beselia, "Which role can ethics management play in the improvement of the performance of Public Administration? What is the relationship between ethics and law in this respect?" in Journal of Law, N1, Tbilisi, 2012

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EDUCATION:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
Ivane Javakhishvili Tbilisi State University 2003-2007	Ph.D. in Political Science (Diploma of a candidate of Sciences in Political Science # 005555)
University of Manchester / Moscow School of Social and Economic Sciences 2002-2003	M.A. in Political Science (Master of Arts in Political Science)
Ivane Javakhishvili Tbilisi State University 1999-2001	M.A. in Political Science (Master's Diploma # 01003)
Ivane Javakhishvili Tbilisi State University 1995-1999	B.A. in Political Science (Bachelor's Diploma # 00875)

CURRENT POSITIONS:

2018 – present Professor, Head of the M.A. and Ph.D programmes in Public Administration, Director of Research Department, Georgian Institute of Public Affairs (GIPA) – Affiliated University

2019 – present Accreditation Expert – Public Policy/Administration and Political Science, LEPL National Center for Educational Quality Enhancement, Ministry of Education, Science, and Youth of Georgia.

2022-present Manager of the Journal - The NISPAcee Journal of Public Administration and Policy, Partnership between GIPA and NISPAcee

PUBLICATIONS

1. Macharashvili, N., Gorgodze, A., Kipiani, K., (2024), U21 and Sustainable Development Goals (SDGs), Research Report, Research Project funded by UEFA Academy.
2. Tabeshadze, M., Kenneth Nordberg, K., Lindh, M., Chutlashvili, A, & Macharashvili N., (2023), POLICY RECOMMENDATIONS FOR INCREASING MEANINGFUL PARTICIPATION OF YOUTH IN GEORGIAN DECISION-MAKING (BASED ON SWEDISH AND FINNISH PRACTICES), GIPA, UNDP.
3. Macharashvili, N., Tsukhishvili, N. (2022), Whistleblower Practice in Civil Service of Georgia, Civil Service Hub (on Georgian Language).
4. Study on Technical Professions in Civil Service of Georgia, Research report presented by ACT for the German Agency for International Cooperation (GIZ), October, 2022, Tbilisi, Georgia, THE STUDY REPORT (on Georgian and English languages).
5. Macharashvili, N., Sanikidze. T., Beridze, E., Begoidze, M., Chalauri, N., (2020), Political Independence of Civil Servants and the Role of Senior Civil Servants. Tbilisi: GIPA with the support of UNDP Georgia. Summary report.
6. Macharashvili, N., Sanikidze. T., Beridze, E., Begoidze, M., Chalauri, N., (2020), Political Independence of Civil Servants and the Role of Senior Civil Servants. Full Publication. Tbilisi: GIPA with the support of UNDP Georgia.
7. Dzebisashvili, Sh., Macharashvili, N., (2020), Startegic Planning Handbook in Security and Defence Fields, Tbilisi: NATO Liaison Office (NLO), Professional Development Program.

8. Véronique Dudouet, Alia Eshaq, Ekaterine Basilaia & Nana Macharashvili, (2018), From policy to action: assessing the European Union's approach to inclusive mediation and dialogue support in Georgia and Yemen, Peacebuilding, Taylor & Trancis , DOI: 10.1080/21647259.2018.1491279 (HORIZON2020)
9. Nana Macharashvili, Ekaterine Basilaia, Nikoloz Samkharade (2017), Assessing the EU's conflict prevention and peacebuilding interventions in Georgia, WOSCAP case-study report. <https://www.woscap.eu/publications1/index.html> (HORIZON2020)
10. Ekaterine Basilaia & Nana Macharashvili, (2017), Gender in Disaster Risk Reduction, "Supporting community resilience in the South Caucasus" funded by the European Commission under its Civil Protection and Humanitarian Aid programme and executed by OXFAM GB (on georgian language). http://www.bridge.org.ge/uploads/files/docs/1894Geo_Gender_in_210x297_PRINT.pdf
11. Lia Tsuladze, Nana Macharashvili & Ketevan Pachulia (2017), SOS Tbilisi, Problems of Post-Communism. DOI: 10.1080/10758216.2017.1308228
12. Macharashvili, N., Basilaia, E, Tangiashvili, N. (2015) Policy Advocacy Success in Georgia: The Role and Limitations of NGOs in Influencing Public Policy, Tbilisi (manuscript on Georgian and English Languages). file:///C:/Users/User/Downloads/Macharashvili_2015_Policy%20Advocacy%20Success%20in%20Georgia_eng.pdf
13. N.Macharashvili, N.Vasadze, (2013) Book review for Ricketts, A. (2012) The Activists' Handbook: A Step-by-Step Guide to Participative Democracy, Zed BooksL London, NY, in Community Development Journal (2013) 48 (4): 648-651. Macharashvili N. (2011) Windows of Opportunity for governmental and non-governmental organization partnership in Georgia. Annual Publication. Center of Training and Consultancy. 2010
14. Macharashvili N. (2010) Public Sector Reforming in Georgia: Consumer oriented models VS citizen engagement. Annual Publication. Center of Training and Consultancy. 2009.
15. Macharashvili N. (ed.). (2009) Textbook Materials in Public Policy and Policymaking. Institute of Political Science.
16. Macharashvili N (2008), The Prospects for The New Public Management Model in contemporary Georgia. Tbilisi: Georgian Political Science Quarterly. Institute of Political Science.
17. Macharashvili, N. (2007), National Reconciliation as the toll for Peace building and Reaching National Consensus in the Post conflict Society, Tbilisi: Institute of Political Science.
18. Macharashvili, N. (2007), Politics and Society, Political Forum – 10 questions about the Development of Georgian Society, 2006, Tbilisi: Caucasus Institute of Peace, Democracy and Development.
19. Macharashvili, (2007), Georgia Following International Experience of National Reconciliation by Rejecting the Retributive Model? The CA&CC Press® AB /Central Asia & Central Caucasus Press AB/\, THE Caucasus & Globalization, Journal of Social, Political and Economic Studies, Vol. 1 (4).
20. Macharashvili N., (2007), Political Forum: 15 years of Independence. Politics and Society, Caucasus institute for Pease, Democracy and Development, Tbilisi. http://www.cipdd.org/files/7_284_473910_Politfor.pdf
21. Нани МАЧАРАШВИЛИ, ОТКАЗ ОТ "КАРАТЕЛЬНОЙ" МОДЕЛИ ВОССТАНОВЛЕНИЯ СПРАВЕДЛИВОСТИ: ИДЕТ ЛИ ГРУЗИЯ ПО ПУТИ МЕЖДУНАРОДНОГО ОПЫТА НАЦИОНАЛЬНОГО ПРИМИРЕНИЯ? КАВКАЗ&ГЛОБАЛИЗАЦИЯ, Журнал социально-политических и экономических исследований, Том 1 (4), 2007 г.
22. Macharashvili N., (2006) Policy Analysis, Textbook for Advanced Master Course in Policy Analysis, Center for Social Science. Tbilisi.

23. Macharashvili N., (2005), “International Experience of National Reconciliation: Which Model Will Georgia Choose?”, Tselitsdeuli - Year-Book of the Institute of Political Sciences of Academy of Georgia.
24. Macharashvili N., (2004), „Spanish Experience of National Reconciliation Process”. Politica, Vol.5-6.
25. Macharashvili N., (2001), „International Experience of National Reconciliation Process and Georgia”. Political Technologies, Vol.1.
26. Macharashvili N., (2000), „Human Rights Defending in Georgia”, Book chapter, POLITOLOGIA. Course Material Collection. Tbilisi.
27. Macharashvili N., (1998), Compromise as the phenomena of Political Culture, Collection of Students’ research papers dedicated to the cultural history and theory issues, Tbilisi.

RESEARCH PROJECTS/ RESEARCH DEVELOPMENT INSTITUTIONAL PROJECTS AND GRANTS

- 2024-2025** - project leader, researcher- Evaluation of the Civil Service Reform Implementation- USAID, DAI.
- 2024-2025** - project leader, Enhancing Public Administration Degree Programs - USAID, DAI.
- 2022-2026** – project leader at GIPA – EU – the national structural reform project ‘Responsible Conduct of Research – Research Integrity and Ethics in Georgian Universities (ETHICS)’ – Georgia National Project ERASMUS-EDU-2022-CBHE-S-STRAND-3 (2022-2026)
- 2022-2025** - The NISPACEE – partnership with the NISPACEE – The Network of Institutes and Schools of Public Administration in Central and Eastern Europe Journal of Public Administration and Policy
- 2022** – March-December - Whistleblower Practice in Civil Service of Georgia, Civil Service Hub, Embassy of Netherlands in Georgia.
- 2019-2022** - project leader at GIPA – EU - “Raising Research Capacity of Georgian HEIs through Developing R&D Units”, ERASMUS+ Programme, 598207-EPP-1- 2018-1-GEEPPKA2-CBHE-SP
- 2019-2020** – Project Leader, senior researcher, Research Project – UNDP, Political Independence of Public Servants and the Role of Senior Public Savant, Supporting Public Administration Reform in Georgia.
- 2015-2017** - Researcher, project leader at TSU, HORIZON 2020 – EU Whole-of-Society Conflict Prevention and Peacebuilding (EU-WOSCAP), 653866 – WOSCAP –H2020-BES-2014-2015/H2020-BES-2014, Local Expert, Project Coordinator at Tbilisi State University.
- 2015-2016** – researcher, Research Beyond the Ivory Tower: Policy and Communications Training for University Teams programme, .’NUPI - [Norwegian Institute of International Affairs](#) fellowship for research - SOS Tbilisi: Does Environmental Civic Participation Enable Deliberative Democracy in Georgia?
- 2014-2016** – Glosarry for Public Policy and Administration under the Social Science Glossary, Center for Social Sciences, Rustaveli National Scientific Agency.
- 2013-2015** – local expert – V-Democracy Institute, Department of Political Science, University of Gothenburg (Sweden). <https://v-dem.net/DemoComp/en/data/analysis>.
- 2013-2014** - project leader, USA embassy in Tbilisi, Georgia – W.Dunn, Public Policy Analysis, USA authors book translation program.
- 2012-2014** – project leader and researcher, The ACADEMIC SWISS CAUCASUS NET (ASCN). Outside Policy actor’s engagement in Public policy Making.

Annex N3 – Information about human resources of the program

#	Name, Surname	Affiliation, Academic position/visiting lecturer	Courses
1.	Giorgi Margvelashvili	Affiliated, Professor	Social Sciences, Public Administration and Political process
2.	Gvantsa Beselia	Affiliated, Assistant professor	Anti-corruption/Integrity Management and Ethics in Public Sector
3.	Shalva Lazariashvili	Affiliated, Associated Professor	Fundamentals of management and management principles for public, private and non-governmental organizations
4.	Giorgi Turkia	Affiliated, Professor	Fundamentals of management and management principles for public, private and non-governmental organizations, Financial management: public finance and budget management
5.	Nika Abuashvili	Affiliated, Professor	Management Lab (Professional Skills Level 1), Strategic communication and PR in the public sector, Management Lab (Professional Skills Level 2)
6.	Tamar Koberidze	Visiting Lecturer	NGO sector Management and Civic Engagement
7.	Tinatin Chkheidze	Affiliated, Professor	Organizational Behavior
8.	Nino Tsukhishvili	Affiliated, Associated Professor	Anti-corruption/Integrity Management and Ethics in Public Sector, Georgian Public Administration in Comparative Context, Public Service Law
9.	Shalva (Lasha) Gogidze	Affiliated, Associated Professor	Open Government, Open Data and Public Participation
10.	Nana Macharashvili	Affiliated, Professor	Public Policy Analysis: Strategic Planning, Monitoring and Evaluation, Advocacy for Public Administration Changes
11.	Vano Tsertsvadze	Affiliated, Professor	Quantitative research methods, Methods of financial and economic analysis and evaluation in the public sector
12.	Tamar Kbiladze	Nonaffiliated, Associate Professor	Financial Management: Public Financial Management and Budgeting
13.	Kakha uriadmkopheli	Visiting Lecturer	Foundations of Law, Administrative law and proceedings in the public sector, Public Administration and Sector Policy Courses in Action
14.	Natia Tchighvaria	Affiliated, Professor	English Language A 2, B1, B2-1, B2-2
15.	Zura revazishvili	Visiting Lecturer	
16.	Neli Gochiashvili	Visiting Lecturer	
17.	Marine Ioseliani	Affiliated, Academic Staff, Ph.D.	Leadership excellence for Public Sector
18.	Tedo Sanikidze	Affiliated, Assistant	Introduction to Public Administration
19.	Mariam Sekhniashvili	Affiliated, Assistant professor	Qualitative research methods, Strategic communication and PR in the public sector
20.	Anna Gorgodze	Affiliated, Assistant	Skills for Effective Communication
21.	Nino Loladze	Affiliated, Assistant	Organization and Management of local Self-government
22.	Tengiz Pkhaladze	Affiliated, Professor	Art and Craft of Negotiation
23.	Tamta Chrikishvili	Affiliated, Assistant	HR Management in Public Sector

24.	Tinatin Kuprashvili	Affiliated, Assistant Professor	Planning, Implementation and Evaluation of Operations in Public Sector
25.	Nika Gigauri	Affiliated, Assistant	Public Administration Reform Best Practices
26.	Alex Chikovani	Nonaffiliated, Professor	Management of Country Branding
27.	Lasha Kvernadze	Visiting Lecturer	Protocol for Diplomatic, Official and Social Relations
28.	Ekaterine Chitashvili	Visiting Lecturer	Production and Management of Official Correspondence in Public Sector
29.	Ivane Chkhikvadze	Visiting Lecturer	Eurointegration, EU Institutions and Policy Making
30.	Shota Katamadze	Visiting Lecturer	Data Analysis and Quantitative Research Methods
31.	Paata Javakhishvili	Visiting Lecturer	The state of territorial arrangement of Georgia - Constitutional Law
32.	Zviad Koridze	Visiting lecturer	Democracy, Media, Power
33.	Ilia Chkheidze	Visiting lecturer	Economics and Public Policy Management
34.	Nato Bachiashvili	Visiting lecturer	International Organizations' contribution for Public Administration Development
35.	Ekaterine Chavchanidze	Visiting lecturer	Management of Collective Memory and Markers of Georgian Identities
36.	Kakha Jelia	Visiting lecturer	World Civilizations
37.	Zizi Tokhadze	Visiting lecturer	Individual/Person and Society in World Literature
38.	Natia Iakobidze	Affiliated, Associated professor	Academic Writing
39.	Medea Ghvaberidze	Affiliated, Assistant professor	Foundations of Economics