GEORGIAN INSTITUTE
OF PUBLIC AFFAIRS

Educational Program Title: 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: Nana Macharashvili, Tsira Elisashvili

Program description:

GIPA - the Georgian Institute of Public Affairs, with 30 years of expertise in teaching and research in public administration, offers a master's program designed to enhance organization, policy planning, and coordination within the field. The program aims to cultivate essential competencies in human resources, public finance, public service management, and accountability. It strives to strengthen a stable, cohesive public service founded on career progression, meritocracy, integrity, political impartiality, and accountability. By equipping students with the necessary skills and knowledge, the program seeks to train proficient managers and analysts capable of driving positive transformations in public administration reform.

Program Objectives:

The master's program is designed to equip students with the following competencies:

1. Attainment of comprehensive knowledge encompassing fundamental concepts, theories, methodologies, approaches, and international standards within public administration. This encompasses perspectives from managerial, legal, economic, and public/private institutional realms, including governmental and non-governmental sectors.
2. Acquisition of systematic understanding regarding the organization, policy planning, and coordination within central level public administration. This includes proficiency in human resources management, public finance, public service management, and accountability and oversight. Students will develop the capacity to formulate strategic and operational decisions aligned with sustainable development objectives, while considering risk factors and resource utilization (including informational, human, material, and financial resources) in an effective manner.
3. Proficiency in managing public administration challenges through the application of diverse analytical tools, along with the capability to prepare relevant policy documents. Moreover, students will develop skills in implementing, monitoring, and evaluating policies using appropriate mechanisms.
4. Competence in planning, executing, and presenting research outcomes utilizing qualitative and quantitative research methodologies and tools. This is done in accordance with principles of academic integrity and ethics specific to the field of public administration.
5. Ability to make informed decisions and assume appropriate responsibility, whether working independently or as part of a team, at both strategic and operational levels. This entails adherence to professional, ethical, and legal norms governing the field of public administration.

Program prerequisites:

The master's degree in public administration is open to individuals with a bachelor's degree or an equivalent academic qualification in public administration, social and behavioral sciences, education, business administration, management, or law who wish to deepen their knowledge in the field of public administration. 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 Public Administration Master's Program:

Knowledge and Understanding:

1. Demonstrates a comprehensive understanding of fundamental principles and concepts in public administration, including organization, policy planning, coordination, human resources, public services, and public finance management. Additionally, proficient in discussing modern trends, good governance standards, and best practices, while analyzing their economic, legal, and managerial aspects.

2. Conducts comparative analyses of public administration practices, including those within the European Union, to evaluate experiences in reforming public administration. Identifies key standards of administrative mechanisms and the types and features of administrative processes.

Skills:

3. Identifies and addresses complex issues in public administration at both strategic and operational levels, utilizing economic and non-economic analytical tools to develop alternative solutions. Proficient in conducting regulatory impact assessments and crafting relevant policy documents, including strategies, action plans, and monitoring and evaluation reports.

4. Aligns management practices in public administration with sustainable development goals, optimizing resource utilization across various dimensions and considering the nuances of managing public/private institutions, governmental, and non-governmental entities.

5. Utilizes qualitative and quantitative research methods to systematically process and critically analyze modern professional and academic approaches and information. Independently conducts empirical research to produce papers on public administration issues, adhering to principles of academic honesty and ethics, and presents findings to diverse audiences.

6. Critically evaluates the regulation and functioning of the state's financial management system, including interrelationships between budgets at different levels, and employs tools for their implementation and evaluation at both central and local levels.

7. Applies principles of project management and operational management to analyze, evaluate, and modify existing public services. Incorporates digital governance and open governance standards into service modeling and adaptation processes.

8. Analyzes and evaluates the specifics of managing public agencies, including organization, planning, provision, monitoring, evaluation, and public engagement. Implements methods and tools for human resource development, fostering career advancement, meritocracy, integrity, political neutrality, and accountability.

Responsibility and Autonomy:
9. Adheres to ethical and professional norms, good governance principles, human rights protection, and legal regulations while managing complex societal issues in public administration sectors. Makes independent decisions to effectively address challenges.
10. Assesses professional development needs for both self and team members, utilizing strategic approaches in public administration to foster career growth and advancement.

Learning/Teaching Methods:

The teaching-learning methods of the master's program in public administration contribute to achieving the learning outcomes of the educational program, assimilating specific material, and developing 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-learning methods presented within the 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. They are implemented through the following common methods: induction, deduction, analysis; verbal method; demonstration method; group work; practical work; teaching by doing; independent study; case studies; project-based learning; problem-based learning; simulation training; consultations; Brainstorming; discussion/debate; presentations; e-learning, and more.

Teaching-Learning Methods:

The teaching-learning methods of the master's program in 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 presented in the 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 the field. 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/debates, presentations, e-learning, and more.

Employment Opportunities:

A graduate of the public administration program can be employed directly in the public sector (in both local and central government bodies) as well as in local and international organizations focused on public sector development. They can build a successful career in public administration across 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 public administration is supported by appropriate human resources. The compulsory and optional subjects are taught by the university's academic staff, including professors invited from

abroad, as well as experienced and competent guest specialists. 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 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 Nana (Nani) Macharashvili
Tel: (995 32) 249 75 00 Mob: + (995) 593488211
Email: nana.macharashvili@gipa.ge

Head of the Academic Program: Professor Tsira Elisashvili
Tel: (995 32) 249 75 00 Mobile: + (995) 599706377
Email: ts.elisashvili@gipa.ge

Structure and Curriculum of the Master's Program in Public Administration:
The public administration master's program comprises teaching (95 ECTS) and research (25 ECTS) components.

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

The research component of the public administration master's program entails the completion of a master's thesis. This thesis serves as a compulsory research element of the master's program in public administration, with its fulfillment validated through the presentation and defense of the master's 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 holds the responsibility for upholding standards of academic and research integrity throughout the master's thesis process. Additionally, the defense of the master's thesis project/prospectus serves as a periodic formative assessment of the student's progress and is a prerequisite for the student's eligibility to defend the master's thesis.

The evaluation of the scientific-research component of the master's education program in 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 Public Administration

№	Course Code	Prerequisites	Courses	I year — I	I year — II	II year — III	II year — IV	Contact hours	Independent hours
				29	31	30	30		
Obligatory courses									
	PA101	None	Legal Dimensions of Public Administration	5					
	PA102	None	Economic Dimensions of Public Administration	5					
	PA103	None	Public Administration and Organizational Theory	5					
	PA104	None	Management for Private, Public and Non-governmental Organizations	5					
	PA105	None	Leadership and Public Service Ethics in Public Sector	5					
	PA106	None	Academic Writing	4					
	PA201	PA102	Public Financial Management and Budgeting		5				
	PA202	PA106	Quantitative and Qualitative Research Methods		6				
	PA203	PA103, A104, PA105	Public Sector Reforming and Comparative Public Administration		5				
	PA204	PA104	Project and Public Service Management		5				
	PA205	PA102, PA105	Strategic Management – Policy Planning, Coordination and Performance Management		5				
	PA301	PA101. PA 102, PA 103. PA 104, PA 105, PA106	Human Resource Management in the Public Sector			5			
	PA302	PA201	Financial System Regulation and Management			5			
	PA303	PA205	Stategic Communication and Engagement Mamanagement			5			
	PA304	PA201	Regulation Impact Assessment (RIA)			5			
	PA305	PA103, A104, PA105	Global Governance, EU Multi-level Governance and Its Challengies			5			
	PA401	PA106, PA202	Master Thesis Design				5		
	PA402	I-III semester obligatory courses	Master Thesis				25		
Elective courses				5	5				

PA501	PA101. PA 102, PA 103. PA 104, PA 105, PA106	E-governance for Public Sector		5			
PA502	PA101. PA 102, PA 103. PA 104, PA 105, PA106	Environmental Policy Administration		5			
PA503	PA101. PA 102, PA 103. PA 104, PA 105, PA106	Health and Social Policy Administration		5			
PA504	PA101. PA 102, PA 103. PA 104, PA 105, PA106	Management of Cultural Heritage and City Policy		5			
PA505	PA101. PA 102, PA 103. PA 104, PA 105, PA106	Education Policy Administration			5		
PA506	PA101. PA 102, PA 103. PA 104, PA 105, PA106	Rural Development and Management			5		
PA507	PA101. PA 102, PA 103. PA 104, PA 105, PA106	Foreign Policy Administration			5		
		Total:					

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

Programme Objectives					
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1
Knoledge 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 Autonomy					
Learning Outcome 9		■	■		■
Learning Outcome 10		■	■		

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	10
Mandatory Courses										
Legal Dimensions of Public Administration	I	I						I		
Economic Dimensions of Public Administration	I	I				I		I		
Public Administration and Organizational Theory	I	I		I					I	I
Leadership, Public Service Ethics, Accountability and Intergrity	I		I	I		I		D		I
Management for Private, Public and Non-governmental Organizations	I	I			I		I		I	I
Academic Writing					D					
Public Financial management and Budgeting	D	D	D	I		D		D		
Quantitative and Qualitative Research Methods					DP					
Public Sector Reforming and Comparative Public Administration	D	D			D		D		D	
Regulation Impact Assessment			DP	DP		D		D	D	
Human Resource Management in Public Sector	D	D		DP					D	DP
Global Governance, EU Multilevel Governance and Its Challengies	D	D					DP			
Financial System Regulation and Management	D	D		DP		DP				
Stategic Communication and Engagement Maengagement	D	D					DP	DP	D	
Project and Public Service Management	D		DP	D		D	M	D	DP	DP
Strategic Management – Policy Planning, Coordination and Performance Management			MP	MP		M		DP	M	
Master Thesis Design	MP	MP			MP					
Master Thesis	M	M	M	M	M			M		M

(CURRICULUM VITAE)

Nana (Nani) Macharashvili

Cell Phone: (+995) 593 488 211

e-mail address: nana.macharashvili@gipa.ge

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, Culture and Sport 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 Geotgian 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, Журналсоциально-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 Matherial Collection. Tbilisi.

27. Macharashvili N., (1998), Compromise as the fenomena of Political Culture, Collection of Students' resrach papers dedicated to the cultural history and theory issues, Tbilisi.

RESEARCH PROJECTS/ RESEARCH DEVELOPMENT INSTITUTIONAL PROJECTS AND GRANTS

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-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 ambassy 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.

(CURRICULUM VITAE)

Tsira Elisashvili
Personal Information
Address: Pekini st. Block II, Build. VII,
Fl. 75, Tbilisi 0100, Georgia
M: 599 70 63 77; H: 237 41 60,
E-mail: ts.elisashvili@gipa.ge

Education	- 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
Working Experience - (15 years)	- 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	- "Historical-architectural research project regarding the placement of QR codes on historical buildings (185 buildings) located in Tbilisi - 2024.
Completed Projects	- "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	- 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	- "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	- 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	- "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	Davit Jandieri	Professor	Legal Dimensions of Public Administration
			Master Thesis
2	Mikheil Tokmazishvili	Associated professor	Economic Dimensions of Public Administration
			Master Thesis
3	Tamar Kbiladze	Associated professor	Public Financial management and Budgeting
			Financial System Regulation and Management
			Master Thesis
4	Nana Macharashvili	Professor	Public Administration and Organizational Theory
			Strategic Management – Policy Planning, Coordination and Performance Management
			Master Thesis Design
			Master Thesis
5	Tedo Sanikidze	Assistant	Public Administration and Organizational Theory
6	Natia Iakobidze	Associated professor	Academic writing
7	Ketevan Rukhadze	Assistant	Management for Private, Public and Non-governmental Organizations
8	Gvantsa Beselia	Associated professor	Leadership, Public Service Ethics, Accountability and Integrity
			Master Thesis
9	Shalva Gogidze	Associated professor	Stategic Communication and Engagement Maengagement
			Master Thesis
10	Shalva Lazariashvili	Associated professor	Management for Private, Public and Non-governmental Organizations
			Master Thesis
11	Tamar Chkhaidze	Adjunct Lecturer	Quantitative and Qualitative Research Methods
			Master Thesis
12	Roeland Audenaerde	Adjunct Lecturer	Public Sector Reforming and Comparative Public Administration
13	Teona Lavrelashvili	Associated professor	Global Governance, EU Multilevel Governance and Its Challengies
			Master Thesis
14	Tinatin Kuprashvili	Assistant professor	Project and Public Service Management
15	Tea Loladze	Assistant professor	Regulation Impact Assessment
16	Tamta Tchrikishvili	Assistant	Human Resource Management in Public Sector
			Master Thesis
17	Lado Napetvaridze	Associated professor	E-governance for Public Sector
			Master Thesis

18	Kakha Artsivadze	Professor	Environmental Policy Administration
			Master Thesis
19	Ketevan Goginashvili	Associated professor	Health and Social Policy Administration
			Master Thesis
20	Tsira Elisashvili	Professor	Cultural Heritage and City Policy
			Master Thesis
21	Ana Gorgodze	Assistant	Education Policy Administration
22	Shalva Pipia	Professor	Rural Development and Management
23	Mikheil Darchiashvili	Professor	Foreign Policy Management: National Security and NATO integration
24	Giorgi Sharabidze	Adjunct Lecturer	Management of Election Process and Technologies