

PERSONAL INFORMATION

NINO DOLIDZE

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KEY QUALIFICATIONS

Public Administration and Policy Expert

Key research areas: Public Administration Reform, Civil Service in Georgia and CEE countries, Public Personnel Management, modern business management and HR practices in public organizations, NPM and Neo-Weberian models of PA

- Over 15-years experience of cooperation with governmental organizations, line ministries, local government bodies, executive agencies, civil society organizations etc.
- Contracted by various international organizations, such as: USAID, EU, UNDP, UNICEF, GIZ etc.
- Experienced in developing proposals, designing and implementing projects, conducting research, writing reports and policy papers.

ACADEMIC DEGREES

2016 **Doctor of Social Sciences, PhD, qualification: Public Administration**
Georgian Institute of Public Affairs (GIPA)
Doctoral thesis on Models of Training and Development in Georgian Public Sector

1998 **Candidate of Philological Sciences**
Tbilisi State University, Department of Classical Philology
Candidates thesis on the Logos, as a Creative Force in Greek Philosophy

WORK EXPERIENCE

01/Apr/2018 -
ongoing **Associated Professor**
Ilia State University; Cholokashvili street 3/5; Tbilisi Georgia; www.iliauni.edu.ge

- Conduct lectures in public administration and policy related disciplines
- Supervise master and doctoral theses
- Conduct research work in public administration and policy

Jul/2019 –
ongoing **Accreditation Expert of the Professional Development of Civil Servants' Programs**
National Center for Educational Quality Enhancement, MoE

- Conduct external quality assurance of the centres providing training programs for the civil servants, through ensuring their compatibility with the Governmental Resolution on Professional Development of Civil Servants #242

Jun/2017 –
ongoing **Higher Education Authorization and Accreditation Expert**
National Center for Educational Quality Enhancement, MoE

- Conduct external quality assurance of the higher educational programs through ensuring their compatibility with the National Accreditation standards

Sep/2020 -
ongoing

**Invited lecturer
Caucasus University**

- Teaching courses in Public Administration; Comparative Public Administration; Public Policy at undergraduate and graduate levels

01/Apr/2018 –
25/Feb/ 2019

**Deputy Dean of the Business School
Ilia State University**

- Supervise academic curriculum of the Business School
- Supervise administrative staff and structural units of the School
- Provide organizational assessment and functional analysis of the school in order to improve existing operational management practices
- Supervise HR policy within the school
- Responsible for the quality control of the academic and administrative processes within the School
- Supervise and monitor international partnership projects of the Business School

01/Oct/2017 –
31/March/2018

**Head of Research Department
Georgian Institute of Public Affairs (GIPA); 7b Letim Gurji street, Tbilisi Georgia; www.gipa.ge**

- Responsible for initiating, supporting and coordinating research activities in the university, including academic work, scientific seminars and conferences, research projects
- Ensure compatibility of research activities with the educational policy and overall strategy of the university.
- Support integration of the university in local and international academic societies

01/Sept/2011 –
31/March/2018

**Head of Public Administration Unit; School of Government
Georgian Institute of Public Affairs (GIPA)**

- Develop academic syllabi for the courses in public administration
- Coordinate educational processes in relevant fields
- Supervise students' master and doctoral theses

01/Sept/2010 –
31/March/2018

Full Professor, School of Government, GIPA

- Courses developed and conducted: Public Administration and Policy, Organizational Management, Organizations' Theory and Management of Public Organizations, General Management
- Training courses: Public Policy and Policy Analysis, Public Administration, Ethics in Public Administration, Law on Civil Service, Basics of Management, HR Management; Strategic Planning; Stress Management etc.

01/Jan/2004 –
01/Sept/2011

**Academic Coordinator of Public Policy and Local Government Master Programs
School of Government, GIPA**

- Responsible for curriculum development of public policy and local government academic programs
- Responsible for students' recruitment, contracting professors, designing class schedules
- Coordinating activities of the Local Government Center
- Planning and implementing extra-curricular activities and projects for the students

Nov/2001 –
Nov/2003 **Deputy Chief Editor**
Georgian Young Lawyers' Association

1997 – 2007 **Lecturer and Research Worker**
Tbilisi Javakhishvili State University, Institute of Classical Philology, Byzantine and Neo-Greek Studies

PROJECT EXPERTISE & CONSULTANCY

02/Mar/2022 - ongoing **The Jean Monnet Center of Excellence for EU Policy Transposition (EUPOLTRANS), 2022-2024 Project: 101048103 — EUPOLTRANS — ERASMUS-JMO-2021-HEI-TCH-RSCH**
Caucasus University, Georgia
Jean Monnet Professor, Project expert/researcher in Public Administration Reform

Mar – Jun/2023 **Grant Project: Public Administration, Local Self-Governance and Citizens Participation for the New Belarus (EDUPART NER-TS/2021/429-644)**
Caucasus University, Georgia
Professor of Public Administration course

16/Aug/2021 – 31/Oct/2021 **Development of the PAR Monitoring System: Evaluation of the Citizens' Engagement in Budgetary Processes at the Local Level: Cases of 6 Municipalities in Imereti Region**
Funded by the EU for Georgia; Subcontracted by the Innovations and Reforms Center, and Regional Development Center "Bright Future"
Invited expert, evaluator

25/Jan/2021 – 25/Aug/2021 **Contributing to PAR through Civic Monitoring and Engagement**
Contracted by the Centre of Regional Initiatives "Bright Future" under the EU project in partnership with IDFI and GYLA
Invited expert

July-Dec/2020 **Political Influence Free Civil Service in Georgia**

Under the Good Governance Initiative – GGI project by Tetra Tech, contracted by the PMCG
Local consultant

Aug-Oct/2020 **Training Needs Assessment for the Ministry of Environment Protection and Agriculture of Georgia**
Under the UNDP project, contracted by the Environmental Information and Education Center
Lead expert

16/July/2019 – 31/Jan/2020 **Perceptions and Attitudes toward Performance Appraisal System Among Civil Servants**
https://www.ge.undp.org/content/georgia/ka/home/library/democratic_governance/civil-servants-perceptions-on-performance-appraisal-system.html
Funded by the UNDP Supporting Public Administration Reform in Georgia (PAR)
Lead researcher

17/July/2019 – 01/July/2020 **Strengthening organizational capacity of the analytical unit at the Ministry of Internally Displaced Persons from the Occupied Territories, Labor, Health and Social Affairs of Georgia (MoIDPOTLHSA)**
Funded by the UNICEF
Local consultant, expert

01/March/2019 – 25/Dec/2019	<p>Monitoring of the PAR implementation in the line ministries and municipalities of Georgia</p> <p>Contracted by the Network of Centers for Civil Engagement Lead expert, researcher</p>
01/Feb/2018 – 25/May/2018	<p>Participation of Non-State Actors in the Process of Regional Development Policy</p> <p>Policy research, under the EU funded project: Advancing Regions for Sustainable Development (ARSD) Project in Georgia; contracted by the Consultancy & Training Center (CTC)</p> <p>Key expert, researcher</p>
7-10/Nov/2018	<p>Workshop on Public Administration Reform: the best practices of Georgia</p> <p>Financed by the Ukraine Reform Foundation for the representatives of the Ukraine Ministry of Infrastructure Public Administration expert</p>
Oct/2017	<p>Promoting a New Rural Development Approach in Akhalkalaki</p> <p>Training in Project Idea Generation/Project Writing and Budgeting Organized and conducted by the GRDP GIPA, with the funding by the EMPARD Invited expert</p>
01/Aug/2017 – 20/Dec/2017	<p>Public Service Delivery Assessment for the LEPLs of the Ministry of Justice of Georgia</p> <p>Under the UNDP Supporting Public Administration Reform in Georgia through the Governance Reform Fund (GRF) project (#00095872) Local consultant</p>
2/May/2017 – 31/Oct/2017	<p>Human Resources Management for Public Servants; Performance-based approach “Learning by Doing”</p> <p>Research Department and Training and Consultancy Center of GIPA, with the financial support of NATO Georgia Professional Development Program (PDP) Key consultant, expert</p>
12/June/2017 – 31/Oct/2017	<p>Fundraising for Public Servants; Performance-based approach “Learning by Doing”</p> <p>Research Department and Training and Consultancy Center of GIPA, with the financial support of NATO Georgia Professional Development Program (PDP) Key Consultant, expert</p>
May – June/2017	<p>Training cycle for the political parties’ representatives on: communication, teamwork and accountability</p> <p>Organized and conducted by the Election Administration of Georgia, the Center for Election Systems Development, Reform and Teaching and the organization <i>Informed Society</i> under the project: Support of the Capacity Development of Political Parties for the coming Elections in Local Self-governance Legislative and Executive Bodies in 2017 Trainer</p>

01/March – 31/July/2017	<p>Training and Development of Civil Servants in Georgian Public Sector</p> <p>Under the UNDP “Support to Public Administration Reform (PAR) in Georgia through the Governance Reform Fund” (#00060981) Lead expert, researcher</p>
Feb/2017	<p>Debates on the Georgian Law on Civil Service 2015</p> <p>Training ion debates’ techniques School for the Future Civil Servants, Funded by the Tbilisi Municipality Public Administration expert</p>
Jan/2017	<p>Empowering Modern Research Practices of Regional Agriculture-Related Institutions, targeted three direct beneficiaries from the regions of Georgia: Batumi Shota Rustaveli State University of the Autonomous Republic of Adjara, Samtskhe-Javakheti State University of the Samtskhe-Javakheti Region and Iakob Gogebashvili Telavi State University of the Kakheti Region</p> <p>Training in Project Proposal Writing implemented by the GRDD of GIPA, in partnership with the Caucasus Environmental NGO Network (CENN) and PMC Research Center, funded by European Neighbourhood Programme for Agriculture and Rural Development in Georgia (ENPARD Georgia) Trainer, expert</p>
June – Aug/2016	<p>Training and Consulting in Strategic Planning and Policy Development for the Ministry of IDPs and Settlement of Georgia Policy Analysis Division</p> <p>Contracted by the Human Dynamics, EuropeAid project Public Policy senior NKE</p>
Mar – Apr/2016	<p>Workshops for the Representatives of Regional Information Consultation Centers conducted by the Georgian Rural Development Department of Georgian Institute of Public Affairs (GIPA), Within the framework of the ENPARD Programme, “Strengthening farmers cooperatives in rural municipalities of Georgia“; supported by ENPARD programme implementing partners – Mercy Corps, People in Need and Care International</p> <p>Training in Basics of Management Public Administration and Policy expert, trainer</p>
Dec/2015	<p>Legislative Regulation of Georgian Civil Service; Self-Governing system in Georgia for politicians and civil servants in Poti</p> <p>Contract between Municipality of Östhammar in Sweden and GIPA – Georgian Institute of Public Affairs in Georgia Trainer, public administration and policy expert</p>
Apr-May/2015	<p>Supporting SME: Series of training in General Management for Business Management Certificate Students</p> <p>Trainer</p>
Feb – March/2015	<p>Public Discourses on Policy Issues</p> <p>Organized series of workshops at GIPA on local government reforms, Georgian monetary policy, civil service models and legislation, local economic development Key expert</p>

- May – June/2014 **Training on Management for the Heads of the Internal Audit Departments; Modules: New Public Management; Ethics in Public Sector**
Funded by GIZ, partner organizational Central Harmonization Unit
Trainer, expert
- Mar/2013 – Mar/2014 **Establishing Students' Debate Club at GIPA**
Funded By the Open Society International
Project Director
- Dec/2013 **Training in Public Policy and Policy Analysis**
In the frames of USAID G3 program for the Government of Adjara
Trainer, expert
- Apr – Sep/2013 **Development of the Organizational Theory Course**
Funded by the East-West Management Institute G-PAC program
Project Researcher, in cooperation with the GMU professor Mahler (USA)
- March-Dec/2013 **Short-term Training Courses for the National Level Civil Service in Georgia**
Conducted by the Management Systems International (MSI) under USAID Good Governance in Georgia Project
Project Director, Lead Expert
- Feb-Jun/2013 **Financial Management for Civil Servants**
Training provided for the Ministry of Environmental Protection
Public Administration expert, trainer
- 2008 - 2013 **Inter-University Students' Annual Conferences on Contemporary Issue of Public Administration in Georgia**
Georgian Institute of Public Affairs
Organizer, Academic Supervisor
- 24/July – 14/Sept/2012 **Assessment of the Capacity to Establish the Public Administration Certified Courses**
Contracted by the Management Systems International, INC (MSI), funded by USAID Georgia Good Governance Project
Public Administration Certified Course Assessment Expert.
- 2012 – 2014 **Migration and Higher Education for the Skills and Capacity Development**
European Union TEMPUS Program, Project Partners: TSU Faculty of Law, Institute of International Law, GIPA, University of Alicante, Spain, University of Oldenburg, Germany
Public Administration and Policy Expert
- Jan – Dec/2012 **Alumni Upgrading Courses, GIPA**
Workshops on Results Based Management and Change Management
Invited expert
- Sept – Nov/2011 **Enhancing Peacebuilding Capacity and Education in Internally Displaced Children from Abkhazia**
Project Director, Lead Expert

- Sept – Nov/2011 **Qualification Upgrading Courses for the Employees of Abkhazian Ministry of Education and Culture**
Project Director, Lead Expert
- Feb/2010 – Aug/2011 **Public Forum and Dialogue – supporting development and public involvement in various public policy areas**
Under the cooperative agreement with USAID, Improved Public Policy Discourse in Georgia, in cooperation with the PMCG
Project Director, Lead Expert
- Jan – Mar/2011 **Research on Organizational Environment (PESTEL Analysis) for the GIPA School of Government**
GIPA
Lead researcher
- March-Dec/2008 **Training in Public Finances and Accounting for the Employees of the MIA regional and Tbilisi Budgetary Departments**
organized by the Georgian Institute of Public Affairs
Project Director, Public Administration Expert
- Nov/2007 – May/2008 **Series of training for the Adjara Government Chairman’s Apparatus in Legal Writing, Information Technologies and Documentation Processing**
USAID, Public Administration Reform Project, implemented by GIPA
Project Director
- Apr/2005 **Training in Public Administration for the employees of the Investment Agency**

Trainer

CONFERENCES, WORKSHOPS, PUBLIC LECTURES

- 25-27/05/2023 NISPAcee 31st Annual Conference
Belgrade, Serbia
Presentation: **National EU Integration Policy Coordination in Georgia: Evolution of coordination models and contingent factors**
Co-authors: Akobia E. Bobghiashvili G.
https://www.nispa.org/conf_paper_details2023.php?cid=31&p=5755&pid=8907
- 15/08/2022; 26/05/2023 Transnational Public Administration and Organizing, a course organized by the Södertörn University, Sweden and the Swedish Institute

Public Lecture: **European Partnership and Public Administration Reform in Georgia**
- 15-16/10/2022 Contesting Europe at the Periphery, International Workshop
Eskisehir, Turkey
Presentation: **Integrating EU values and Principles in Georgian Civil Service**
- 24-25/02/2022 Trans European Dialogue (TED), Bureaucratic Transformations: Longitudinal Perspectives on Local and (Supra)National Public Administration, organized by EGPA, NISPAcee and GEAP

Bergen, Norway	<p>Presentation: Public Administration Reform Monitoring on Local Self-governance Level: Evaluation of Budgetary Processes in Municipalities</p> <p>Co-authors: Loladze Nino, Georgian Institute of Public Affairs, Tbilisi, Georgia, Tabatadze Medea, Akaki Tsereteli State University, Kutaisi, Georgia</p>
8-9/11/2021	International conference “Addressing the Rule of Law and Welfare in the Sustainable Development Goals”
Copenhagen, Denmark	<p>Presentation: The public sector in Georgia: Corruption and protection of civil servants – How to establish a politically neutral public sector</p>
21-23/10/2021	NISPAcee 29th Annual Conference “Citizens' Engagement and Empowerment - The Era of Collaborative Innovation in Governance”
Ljubljana, Slovenia	<p>Presentation: Principle of Accountability and Establishment of Politically Neutral Civil Service in Georgia</p> <p>Published in the conference e-proceedings Dolidze N Political Influence in Civil Service.pdf (nispa.org)</p>
24-26/05/2019	NISPAcee 27th Annual Conference "From Policy Design to Policy Practice”
Prague, Czech Republic	<p>Presentations: Participation of the Non-State Actors in Regional Policy Development (co-author Prof. T. Koberidze)</p> <p>Modernization of the HR Management Practices in Georgian Public Organizations in the Prism of the New Law on Civil Service</p>
17/01-2018	Public Discussion on the Role of the Public Administration Reform in the Successful Implementation of the 2030 Agenda for Sustainable Development
Tbilisi, Georgia	<p>Hosted by The Institute for Development of Freedom of Information, UNDP Georgia and the Administration of Georgian Government with the financial support from Government of Sweden / Embassy of Sweden in Tbilisi</p> <p>Key-note Speaker, Presentation: Regulations of the Civil Servants’ Professional Development and Evaluation Processes by the Georgian Law on Civil Service</p>
18-19/07-2017	Joint NATO PDP Conference Ukraine – Georgia: <i>Professional Development as an Essential Part of the Public Sector Reform</i>
Kyiv, Ukraine	<p>Presentation: Novelties in Professional Training: Introducing “The Learning by Doing Approach”.</p> <p>Co-presenter Ana Nioradze PDP Georgia, Programme Assistant</p>
13-14/07-2017	International Summer School on Good Governance, ENTO Session
Sofia, Bulgaria	<p>Presentation on Training and Development Models in Central and Local Government within the PAR framework, Georgian Case</p>
05-06/06-2017	Closing conference for the UNDP Project on <i>Support to the Civil Service Training in the Republic of Azerbaijan</i>
Baku, Azerbaijan	<p>Funded by EU and jointly implemented with the Academy of Public Administration, <i>Modern Civil Service: New Paradigms, Innovations and Practices</i></p> <p>Presentation on Training and Professional Development of Civil Servants as an Integral Aspect of PAR in Georgia</p>
30/Jun/2017	International Conference <i>Entrepreneurship and Education</i>