



Hacettepe University Graduate School of Social Sciences

Political Science and Public Administration

Master of Science in Public Administration

**E-GOVERNMENT IMPLEMENTATION IN PUBLIC
ADMINISTRATION OF GEORGIA**

Natia Chaligava

Master's Thesis

Ankara, 2018

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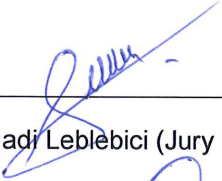
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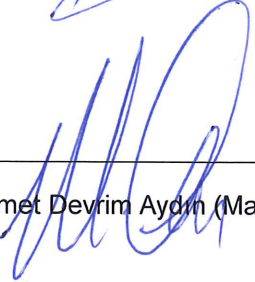
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ACCEPTANCE AND APPROVAL

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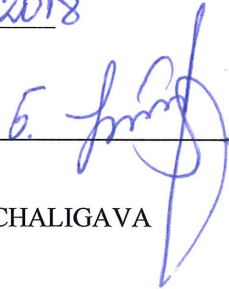
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Natia CHALIGAVA

ETİK BEYAN

Bu çalışmadaki bütün bilgi ve belgeleri akademik kurallar çerçevesinde elde ettiğimi, görsel, işitsel ve yazılı tüm bilgi ve sonuçları bilimsel ahlak kurallarına uygun olarak sunduğumu, kullandığım verilerde herhangi bir tahrifat yapmadığımı, yararlandığım kaynaklara bilimsel normlara uygun olarak atıfta bulunduğumu, tezimin kaynak gösterilen durumlar dışında özgün olduğunu, Tez Danışmanının Ünvanı, Prof. Dr. Mehmet Devrim AYDIN danışmanlığında tarafımdan üretildiğini ve Hacettepe Üniversitesi Sosyal Bilimler Enstitüsü Tez Yazım Yönergesine göre yazıldığını beyan ederim.

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ABSTRACT

CHALIGAVA, Natia. E-Government Implementation in Public Administration of Georgia, MASTER Thesis, Ankara, 2018.

This study aims to evaluate current e-government process in public administration of Georgia and to investigate the contributions which are provided by the implementation of e-government initiatives throughout the public administration system. In order to address the purpose of the study the research consisted with four chapters, the first three chapters representing descriptive study, the literature review of the following subjects: the first chapter related to discussion on general structure of Georgian public administration system and consisted with in detailed review of Georgian public administration system since the ancient time up to the present day, the second chapter including information about theoretical framework of e-government and represents development models and interaction models of e-government developed and proposed by the scholars. The third part of this study evaluates e-government implementations in the four countries which are the top ones according to the Electronic Government Development Index and the performance of e-government policies in Georgia public administration. In the fourth part of the thesis the field study has been conducted, for the field study quantitative and qualitative research methods were considered appropriate, the field study intended to evaluate current e-government processes in public administration system of Georgia and to investigate the contributions which are provided by the implementation of e-government initiatives throughout the public administration system.

In regards to the literature review and the outcomes of the field study it can be mentioned that government of Georgia is quite successful during the implementing e-government related initiatives and projects throughout the Georgian public administration system. The contributions were provided by e-government implementation are important, progressive and essential. The field study has been conducted enabled the measurement of perceptions of public servants toward the e-government contributions through the public administration system of Georgia. As it can be seen in the literature review government of Georgia up to the present day has already implemented several e-government related initiatives and projects and still remains the enthusiasm to keep implementation of e-government and provide more development of public administration system in regards to e-government implementation.

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Key Words

Georgia, E-Government, Public Administration, E-Government Project

ÖZET

CHALIGAVA, Natia. Gürcistan Kamu Yönetiminde E-Devlet Uygulamaları, Yüksek Lisans Tezi, Ankara, 2018.

Bu çalışma Gürcistan Kamu Yönetiminde mevcut e-devlet sürecini değerlendirmesini ve kamu Yönetim sisteminde e-devlet uygulamaları tarafından sağlayan katkıları incelenmesini amaçlamaktadır. Bu çalışmanın amacına ulaşmak için araştırma dört bölümden oluşmaktadır: betimsel çalışmayı temsil eden ilk üç bölüm, aşağıda belirtilen konularının literatür taramasını kapsamaktadır: literatür çalışmanın ilk bölümü Gürcistan Kamu Yönetim sisteminin genel yapısını ve günümüze kadar Gürcistan kamu yönetimin sisteminde yaşayan tarihsel gelişim süreçleri detaylı bir şekilde incelemektedir. E-devlet kuramsal çerçevesi hakkında bilgi içeren bu çalışmanın ikinci bölüm ise akademisyenler tarafından geliştirilen ve önerilen e-devlet gelişim modelleri ve etkileşim türlerini incelemektedir. Bu çalışmanın üçüncü bölüm elektronik hükümet gelişim endekslere göre en e-devlet projeleri en başarılı bir şekilde uygulanan dört ülke örneklerini değerlendirmektedir ayrıca bu bölümün son kısmında Gürcistan Kamu yönetim sisteminde gündeme kadar uygulayan e-devlet politikasını ve projelerini detaylı bir şekilde incelenmektedir. Tezin dördüncü bölümünde alan araştırma için niteliksel ve niceliksel araştırma yöntemlerini uygulayarak Gürcistan Kamu Yönetim sisteminde mevcut e-devlet sürecini değerlendirilmeye ve e-devlet uygulamaların kamu yönetime sağladığı katkıların araştırmaya çalıştırılmıştır.

Literatür taraması ve alan araştırma sonuçları bakımından Gürcistan hükümeti, Gürcistan kamu Yönetim sisteminde e-devlet politikaları uygularken ve e-devletle ilgili girişimleri ve projeleri yürütürken oldukça başarılı olduğunu söylenebilir. E-devlet uygulamaları tarafından sağlayan katkılar oldukça önemli, ilerleyen ve esastır. Yürütülen alan araştırması Gürcistan kamu yönetiminde e-devlet katkılara yönelik kamu görevlerinin algılarının ölçmesini sağladı. Literatür üzerinde yapıldığı çalışmalarına ve yürütülen alan araştırmanın sonuçlarına göre Gürcistan hükümeti günümüze kadar birçok e-devletle ilgili girişimlerini ve projelerini gerçekleştirdiği görülmektedir, ayrıca uygulanmış e-devlet projeleri Gürcistan kamu yönetiminde oldukça önemli gelişmeler sağlayıp sağlanmasını devam etmekte olduğunu söylenebilir. Gürcistan hükümeti Gürcistan kamu yönetiminde daha fazla gelişmelerini sağlamak için oldukça kararlı ve istikrarlı olduğunu söylenebilir.

Anahtar Sözcükler

Gürcistan, E-Devlet, Kamu Yönetimi, Elektronik Hükümet Projesi

TABLE OF CONTENTS

ACCEPTANCE AND APPROVAL	i
DECLARATION.....	ii
YAYIMLAMA VE FİKRİ MÜLKİYET HAKLARI BEYANI.....	iii
ETİK BEYAN.....	iv
ACKNOWLEDGEMENTS.....	v
ABSTRACT	vi
ÖZET.....	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES	xii

INTRODUCTION.....	1
CHAPTER: I GENERAL STUCTURE OF GEORGIA’S PUBLIC ADMINISTRATION	4
1.1. HISTORICAL DEVELOPMENT OF GEORGIAN PUBLIC ADMINISTRATION	4
1.1.1. Kingdoms at the Territory of Ancient Georgia.....	4
1.1.2. The First Administrative Division of Kingdom Kartli.....	5
1.1.3. Feudal Governance in Georgia	6
1.2. GEORGIAN PUBLIC ADMINISTRATION UNDER THE GOVERNANCE OF RUSSIAN EMPIRE.....	7
1.3. PUBLIC ADMINISTRATION OF INDEPENDENT REPUBLIC OF GEORGIA	9
1.3.1. The First Parliament of Independent Georgia Republic	10
1.3.2. The first Council of Ministers of Independent Georgia Republic.....	11
1.3.2.1. Georgian Language as an Official of Georgian Republic	11
1.3.3. Judicial System of Independent Georgia Republic.....	11
1.3.4. Administrative-Territorial Arrangement of Independent Georgia Republic	12
1.4. PUBLIC ADMINIATRATION OF SOVIET SOCIALIST REPUBLIC OF GEORGIA	13
1.4.1. Civil Servant System of Soviet Socialist Republic of Georgia	15

1.4.1.1. Division of Working Class and Peasantry Class	16
1.4.1.2. Division of Soviet Civil Employees.....	17
1.5. PUBLIC ADMINISTRATION OF INDEPENDENT GEORGIA	
REPUBLIC (1991-2018)	18
1.5.1. Development of public Administration of Georgia Since 1991.....	19
1.5.1.1. The First Period- 1991-1997.....	20
1.5.1.2. Period from 1998 until 2003	21
1.5.1.3. The third Period from 2003- up to the Present Day	23
1.5.2. Implemented and Ongoing Reform of Georgia Public Administration	
.....	25
1.5.3. Constitution of Georgia	27
1.5.3.1. Amendment 2004, in Constitution of Georgia.....	29
1.5.3.2. Amendment 2009, within the Constitution of Georgia	29
1.5.3.3. Amendment 2017, within the Constitution of Georgia	30
1.5.4. Governance Structure of Georgia	31
1.5.4.1. The President of Georgia	32
1.5.4.2. The Parliament of Georgia	33
1.5.4.3. Judicial System of Georgia	35
1.5.4.4. Political Parties.....	37
1.6. THE GOVERNMENT OF GEORGIA	40
1.6.1. Abkhazian and Ajarian Autonomous Republics of Georgia	42
1.6.2. The Local Governance.....	44
1.6.2.1. The Law on Local Government and Self-Governance	45
1.6.3. Public Service of Georgia	46
1.6.3.1. State Service and Public Service	47
1.6.3.2. Legal Entities of Public Law (LEPL)	48
1.7. PUBLIC SERVANT	49
1.7.1. The State Servant.....	50
1.7.1.1. Classification of Officer's Positions	51
CHAPTER 2: E-GOVERNMENT- THEORETICAL FRAMEWORK	53
2.1. HISTORY OF E-GOVERNMENT EMERGENCE IN PUBLIC	
ADMINISTRATION	53
2.2. E-GOVERNMENT DEFINITIONS.....	55
2.3. TYPES OF E-GOVERNMENT IMPLEMENTATION.....	58
2.3.1. Government to Citizen (G2C).....	60
2.3.2. Government to Business (G2B)	61
2.3.3. Government to Government (G2G)	62
2.4. E-GOVERNMENT DEVELOPMENT MODELS	63
2.4.1. Gartner Group 4 Stage Development Model	63
2.4.2. Layne and Lee's 4 Stages Development Model	64
2.4.3. West's Four Stage Development Model.....	65
2.4.4. Hiller and Belanger's Five Stage Development Model.....	66
2.4.5. World Bank's Three Stage Development Model	67
2.4.6. UN's Five Stage Development Model.....	68

2.5. BENEFITS AND CHALLENGES OF E-GOVERNMENT	69
2.5.1. Increasing Transparency and Accountability and Strengthening Anti-corruption	71
2.5.2. E-government Helps Improve Efficiency in Government.....	72
2.5.3. Increasing Citizen Participation and Building Trust	73
2.5.4. Reduced Costs of Government Operations	74
2.5.5. Technical Challenges	75
2.5.6. Organisational Challenges	75
2.5.7. Financial Challenges.....	76
CHAPTER 3: EXAMPLES OF TOP FOUR COUNTRIES ACROSS THE WORLD IMPLEMENTING E-GOVERNMENT AND E-GOVERNMENT IN GEORGIA	78
3.1. E-GOVERNMENT IN DENMARK.....	79
3.2. E-GOVERNMENT IN AUSTRALIA.....	82
3.3. E-GOVERNMENT IN REPUBLIC OF KOREA.....	85
3.4. E-GOVERNMENT IN UNITED KINGDOM.....	90
3.5. E-GOVERNMENT IN GEORGIA	93
3.5.1. Development of Information and Communication Technologies in Georgia.....	94
3.5.2. E-Government Infrastructure in Georgia	95
3.5.3. E-Government Projects in Georgia.....	98
3.5.4. Open Government Partnership Georgia	100
3.5.5. Legislative Background of E-government	101
3.5.5.1. The Law of Georgia on Electronic Signature and Electronic Document	102
3.5.5.2. The Law of Georgia on the Establishment of Data Exchange Agency Legal Entity of Public Law	103
3.5.5.3. The Law of Georgia on Information Security	103
3.5.5.4. The Law of Georgia on Personal Data Protection	104
3.5.6. Organisational Management of E-Government.....	104
3.5.7. E-Government Services in Georgia.....	105
3.5.7.1. Electronic ID card	107
3.5.7.2. Digital Signature and Online Authentication	109
3.5.8. E-Government Projects.....	110
3.5.8.1. "Public Service Hall" (PSH) Project.....	110
3.5.8.1.1. "JUST drive" Project	113
3.5.8.1.2. "Voice of Customer" Project.....	113
3.5.8.2. "Citizens" Portal	113
3.5.8.3. "Community Centers" Project in Georgia	114
3.5.8.4. "Open Data" Portal	115
3.5.8.5. "E-Petition" Portal.....	117
3.5.8.6. "E-Procurement" Portal	118
3.5.8.7. "Revenue Services" Portal	119
3.5.8.8. E-Notary Project.....	121
3.5.8.9. E-Health (Currently under development)	123

3.5.9. Development Dynamics of Georgia within E-Government Implementation	124
CHAPTER 4: E-GOVERNMENT IMPLEMENTATION IN PUBLIC ADMINISTRATION OF GEORGIA: FIELD STUDY	128
4.1. THE PURPOSE OF RESEARCH.....	129
4.2. RESEARCH GROUP	130
4.2.1. Limitations of Study	132
4.3. RESEARCH METHOD	132
4.3.1. Data Collection Method.....	133
4.4. ANALYSIS	136
4.4.1. Assessment of Questionnaire	136
4.4.1.1. Results	137
4.4.1.1.1. Reliability Analysis.....	137
4.4.1.1.2. Review of the Findings.....	138
4.4.1.1.2.1. Reduction of Bureaucracy.....	138
4.4.1.1.2.2. Increase of Service Quality.....	139
4.4.1.1.2.3. 24/7 Service Nonstop Available Any Time and Usually Every Day	141
4.4.1.1.2.4. Simplified Access to the Information.....	142
4.4.1.1.2.5. Increased Efficiency in the Delivery of Public Service.....	142
4.4.1.1.2.6. Ensured Equality of Opportunity in Access to Public Service	143
4.4.1.1.2.7. Ensuring Transparency.....	144
4.4.1.1.2.8. More Convenient Communication among the Government Agencies	145
4.4.1.1.2.9. Decreased Bribery.....	146
4.4.1.1.2.10. Increase the Speed of Bureaucracy Procedures	147
4.4.2. Assessment of Interviews.....	148
4.4.2.1. Development Stages of E-government Implementation	149
4.4.2.2. Activities Accelerating the Implementation of E-Government Projects.....	150
4.4.2.3. The Benefit of E-Government Implementation	150
4.4.2.4. Changes would be liked to made into the current e-government projects	151
4.4.2.5. Obstacles in the E-Government Projects Implementation Process.....	152
4.4.2.6. E-Government Related Expectations of Institutions.....	153
CONCLUSION.....	155
REFERENCES.....	162

LIST OF TABLES

Table 3.1: Top ten successful countries implementing e-government in government systems.....	78
Table 3.2: Denmark e-government development index.....	80
Table 3.3: Australia e-government development index.....	82
Table 3.4: Korea e-government development index.....	86
Table 3.5: History of Korea e-Government Implementation.....	87
Table 3.6: UK e-government development index.....	91
Table 3.7: Individuals Who Can Access the Internet at Home.....	96
Table 3.8: Fixed-telephone subscription per 100 inhabitants.....	97
Table 3.9: Mobile internet providers in Georgia.....	98
Table 3.10: Number of Declaration submitted via rs.ge during 2007-2014.....	106
Table 3.11: Numbers of Services provided online via the Skype (2010-2014)	122
Table 3.12: Georgia EGDI from 2010 to 2018.....	125
Table 3.13: Top Ten Countries with the Highest Commitment to Cyber security.....	126
Table 3.14: E-Development Ranking of Post-Soviet Countries.....	126
Table 4.1: The list of the Ministries and Public institution where the questionnaire research and the interview have been conducted.....	131
Table 4.2: Questionnaire Form for the Research on E-Government Implementation in Public Administration of Georgia.....	134
Table 4.3: Interview Form for the Research on E-Government Implementation in Public Administration of Georgia.....	135
Table 4.4: Cronbach's Alpha.....	137
Table 4.5: Reliability Analysis Item-Total Statistics.....	137
Table 4.6: Reduction of bureaucracy.....	138
Table 4.7: Increase of service quality.....	140
Table 4.8: 24/7 service nonstop service available any time and usually every day.....	141
Table 4.9: Simplified access to the information.....	142
Table 4.10: Increase efficiency in the delivery of public service.....	143
Table 4.11: Ensured equality of opportunity in access to public services.....	144
Table 4.12: Ensuring transparency.....	145
Table 4.13: More convenient communication among the government agencies.....	146

Table 4.14: Decreased bribery.....	147
Table 4.15: Increase the speed of bureaucracy procedures.....	148



INTRODUCTION

Over the past decades the emergence and development of Information and Communication Technologies (ICT) initially encouraged the private sector, however later on the Government across the world got influenced by the benefits and advantages are achievable within the utilization of ICTs in public administration system and as a result they decided to launch the implementation of so called e-government initiatives. Nowadays the ICTs indicate whether the society they are represented in can be accepted as an information society or not. In this respect the Government of Georgia pays great attention and focused on implementation of new technologies in public sector. The many developed countries across the world implemented e-government model, with regards to Georgia the government has been working hard since the 2004 to implement e-government related projects have been developed by the related governmental institutions. Since the 2004, up to present day several e-government related projects, initiatives and strategies has been developed and major of the have been implemented successfully. The major purposes of these initiatives are to support efficiency and effectiveness of public sector to develop and improve service delivery and to supply the transparency and accountability of public administration of Georgia

Aim of the Study

The introduction of Information and Communication Technologies and later on emergence of Internet initially encouraged only the business enterprises, however more latter the Governments across the world turned their focus on ICTs and decided to provide the usage of ICTs in their operations in order to supply more facilitated access to governmental services, increase the efficiency of government operations, as well as provide the delivery of public services in more cost effective manner, also facilitate the communications between Government to Citizens, Government to Business and Government to Government and provide the better transparency and accountability. The countries across the world intend to

provide electronic service delivery, to supply implementation of e-government initiatives and to make all above represented advantages achievable.

Existed successful examples of e-government implementation across the world encouraged the Georgia's Government as well to implement e-government initiatives in their public administration. The purpose of this research is to evaluate the current e-government processes in Georgia and to find out the kind of contributions e-government implementation has already provided to the public administration of Georgia and also will be provided in the future.

Research Question

Commonly known e-government benefits are as following: improved effectiveness and efficiency of service delivery, more transparent and accountable public sector and reduced time and cost of public services transaction. In this context, the research question of the study was formed as following:

“What contributions does the e-government process provide to the public administration of Georgia?”

Method of Thesis

The thesis is represented with descriptive approach in the first three chapters and in the last part, by conducting a field study, it was endeavoured to evaluate current situation of e-government implementation process in Georgia public administration and to investigate the contributions this process make to Georgia public administration.

Work Plan of Thesis

In the following sections, firstly the literature will be reviewed, and will be represented historical development of Georgia's public administration, then theoretical framework of e-government will be discussed, in the third part the example of four country and Georgian experience of e-government implementation will be discussed and in the last part will be represented

methodology used in the data collection and the result together with outcomes and recommendations.

Limitations of Study

This research has some limitations that must be mentioned and acknowledged. First of all this research intends to enable the analyze of only following issues: to evaluate e-government process only in Georgia and to research the kind of contributions for Georgia's public administration which has already provided and will also be provided in the future as well by the e-government implementation.

The second limitation is related to outcomes, it must be mentioned that the outcomes of this research covers not the whole society, but only the individuals who are public servants and are working in public organisations as public officers. The research group consisted just with public servants therefore interview and questionnaire was applied only on public servants and not on people generally without the status of public servant.

The third limitation is related to the measurement, it should be mentioned that the questions were asked to the public servants during the interview and questionnaire intended to measure only perception of public servants and did not intended the technical measurement.

CHAPTER: I

GENERAL STRUCTURE OF GEORGIA'S PUBLIC ADMINISTRATION

1.1. HISTORICAL DEVELOPMENT OF GEORGIAN PUBLIC ADMINISTRATION

Regarding to the scholarly literature the “Georgia is the country of ancient civilization located in the Caucasus and the area of Caucasus was inhabited by the humans approximately 800 thousand years ago” (Silogava & Shengelia, 2007:2). On account of variety of the races and tribes settled in Caucasus many political units and countries had been developed (Silogava & Shengelia, 2007:5). The fact that Georgia has been populated since the ancient times is proved by the signs of the “Stone Age” man (Gachechiladze, 1995:18) discovered at the territory of Georgia particularly “in the village Rukhi located in Zugdidi region, as well as in the village Sakoria, region of Chiatura, also on the plateau of Javakheti and so on” (Silogava & Shengelia, 2007:19).

1.1.1. Kingdoms at the Territory of Ancient Georgia

Even in the late of 2000 B.C. the territory of ancient Georgia particularly the southwest was dwelled by the large tribal entities developed the kingdoms of “Diaochi and Qolha” (Muskhekishvili, Berdzenishvili & Janashia, 1943:20). Data on above mentioned kingdoms are available in “Assyrian and Urartian cuneiform inscriptions” (Silogava & Shengelia, 2007:23) where the kingdom of “Diaochi” is called as a “powerful country”. Inscriptions on “Diaochi and Qolha” corroborate that both of these kingdoms were highly developed and successful especially in metallurgy and cattle breeding (Muskhekishvili, Berdzenishvili & Janashia, 1943:37). The fact that these kingdoms were existed alongside “the civilizations of Hittites, Mitannians, later Assyrians and Urartians” is remarkable (Silogava & Shengelia, 2007:23).

Since the IV centuries there were numerous “Greek settlements” on the territory of the east of the Black sea (Gachechiladze, 1995:18) and the fact that Greeks not became a main force in the region because of the mighty kingdom of Colchis is remarkable. Colcheti was an advanced Kingdom which even in the VI B.C. was able to have its own, locally minted money so called “Colchian Tetri”, it was made by the silver and there were no inscriptions on it but human head on one side and in some cases lion on another (Silogava & Shengelia, 2007:28).

1.1.2. The First Administrative Division of Kingdom Kartli

Formation of “Iberian kingdom” later called as “Kingdom of Kartli” is linked with the name of “Parnavaz” who was first political figure in Georgian history and therefore the first king of the Iberian Kingdom (BC 304-239). King “Parnavaz” during his reign implemented numerous state reforms, literally the kingdom of “Kartli” was divided into eight administrative units so called “Saeristavo” and they were governed by the “Eristavis” (governors) who were assigned by the king, along these the kingdom had one “Spaspeti” the “Commander-in chief” who was appointed by the King as well and was ruling the “Inner Kartli” the central administrative unit.

Once the “Eristavi” was appointed he was receiving a special signet ring, belt and the military weapons and equipments by the King. “Eristavis” were responsible for the following duties: to assemble an army in their “Saeristavo” and to command it as well, to provide the regular payment of tribute and to get various administrative issues done. Regarding to the Greek geographer Strabo’s studies the number of troopers in each “Saeristavo” was not less than 10,000. The political structure created by the Pharnavaz was characterized with the military-administrative system with the hierarchic structure was as following: “the King, the Commander-in Chief (Spaspeti) of the royal army, the Eristavis (governors), the middle commanders (atasistavis tsikhistavis) of the garrisons appointed in the royal strongholds, the junior commanders (atasistavis) who were the younger sons of the aristocratic families and the hired-soldiers, professional warriors from the neighbor countries” (Silogava & Shengelia, 2007:30).

Parnavazi's power and authority spread throughout the whole Georgia consequently this fact facilitated unification of the Georgia population and encouraged their final formation as a one people. Regarding to the Greek geographer Strabon's studies the kingdom of Kartli were divided into four different classes, the first class covered the king and his Royal family, the second class involved "Qurums" the religious men and it was called priestly castle, the third class included "freeman" and warriors and the fourth and final category of class comprised "royal slaves" (Silogava & Shengelia, 2007:30).

1.1.3. Feudal Governance in Georgia

The "Parnavazi Royal dynasty" later was substituted for the "Royal Family of Bagrationi" and since that the Georgian Feudal Monarchy was headed by the Royal House of Bagrationi, the form of succession was very usual; successor of the father was his elder son. One of the most successful and distinguished rulers of the "Bagrationi Royal Dynasty" were the "King David IV the Builder" and "King Tamar the first women ruler" in the Georgian history, thanks to the reforms implemented by these Kings Georgia became one of strongest country in Caucasus. Georgian Feudal Monarchy was ruled from the Royal court named "Khelmtsipis Kari", it was the residence for the royal family and also there were different department offices placed in it. There was a "Supreme Representative Body" of secular and religious persons called "Darbazi" (the court) the king occasionally invited the court to discuss issues deal with national affairs (Silogava & Shengelia, 2007:100).

The political system was divided in two parts; one of them was the central departmental and the second one the local council. Central departmental headed by the "Viziers" (ministers) and the local council headed by the "Eristavi", country was divided into administrative-political units and these units were governed by the "Eristavi" the men belong to the noble class and appointed by the King. Next to the king the most important political figure was "Mtsignobartukhutsesi" (the chief of the viziers) also he was the supervisor of "Saadjo Kari" (the Supreme Court). At the beginning Georgian court involved four viziers (ministers), they were; "the war minister and Commander-in-Chief called Amirspasalari, minister of internal affairs named Mandaturtukhutsesi, minister of finances-Mechurchletukhutsesi and the fourth

one the manager of economy in the palace called Msakhurtukhutsesi” (Silogava & Shengelia, 2007:102).

It is remarkable that the first unification of Georgian nation (8th to 9th centuries) and the first united Georgian monarchy was formed at the end of the 10th century under the “Bagrationi Dynasty”. The 10th and 12th centuries are flourishing period in history of Georgian kingdom. The XI-XII centuries period of the King Tamar’s reign is called “Golden Age” of Georgian History. However Different from the flourishing period the end of the fourteenth century is known as the period of Georgian monarchy decline. Literally the “kingdom of Georgia was divided into three kingdoms of Kartli, Kakheti, Imereti and into five principalities of Guria, Svaneti, Meskheti, Abkhazeti and Samegrelo” (Silogava & Shengelia, 2007:147).

1.2. GEORGIAN PUBLIC ADMINISTRATION UNDER THE GOVERNANCE OF RUSSIAN EMPIRE

The monarchy of Georgia was declined in kingdoms and principalities and this political disintegration lasted until the 18th century. In 1762 two kingdoms of Georgia got united and was called “Kingdom of Kartl-Kakheti”, in 1783 this Kingdom recognized Russia as a protector and signed the treaty so called “Georgievsk Traktat” on July 24 (Gachechiladze, 1995:26). In 1784 Russia breached the “treaty of Georgievsk” abolished the kingdom and declared the Kingdom as a “Gubernia (province) of Kartl-Kakheti” of Russia. Very soon other kingdoms and principalities of Georgia were abolished by the Russian Empire (Gachechiladze, 1995:27). Since the abolition of the kingdoms new system was introduced by the Russia throughout the Georgia administration system (Silogava & Shengelia, 2007:170).

Georgian administrative system substituted for the Russian administrative model. Russian administration system was based on military power therefore since then Georgia was governed by the Russian commander-in-chief appointed by the Russia. According to Russian model country was divided into several districts called “uezdy”. The Kartl-Kakheti Kingdom was renamed and appointed as “Tiflisskaya Gubernia” (Tbilisi province) and at the end of the 19th has been divided into five (later into nine) Uezdy (district); Gori, Dusheti, Lore, Telavi and Signaghi. Georgian districts were

headed by the Russian district officers called “Kapitan-Ispravniki” and the cities were governed by the Russian officers were called commandants. It is remarkable that Georgian judicial system was also abolished and judicial procedures were transferred to Russian system (Silogava & Shengelia, 2007:170).

In 1861 the serfdom was abolished in Russia and some administrative reforms were held within the administration system therefore these reforms were proclaimed in Georgia as well however only four years apart. It is noteworthy that not all the Russian administrative reforms but only some of them were carried out throughout the Georgia public administration system in particular the judicial, rural and urban administrative changes were introduced (Silogava & Shengelia, 2007:181).

In 1868 important reforms carried out in Georgian judicial system, literally the estates-of-the realm courts were substituted by unified court systems, the attendance of an advocate during the trial become imperative, in districts institution of the Justice of the Peace was established and also the circuit courts were introduced in provinces and after all of these the “Chamber of Justice- the Transcaucasian Supreme Judicial body” was settled.

Regarding to the rural reforms the local government system was introduced. It is noteworthy that local government bodies were only represented with peasants. The local government comprised by the “village council, in other words “the supreme legislative body”, as well composed by the “bailiff in Georgian it was called “mamasakhlisi”, also the deputy of bailiff named “natsvali” and the tax gatherer. The bailiff was confirmed by the governor and governor was entitled to dismiss him as well (Silogava & Shengelia, 2007:182). The village council elected the judge of the village who was empowered to rule on local cases but not criminal ones.

The institute of “City Council” was introduced within the town authority of Georgia. The members of “City Council” were elected by the people and the Council was entitled to elect the board and it chairs served as a mayor of town. Therefore in 1874, the first “City Council” with 75 representatives called “khmosani” was elected in Tbilisi for four-year term (Silogava & Shengelia, 2007:182). The reforms were held since the serfdom abolishment were not enough the “political temperature” was

getting higher and Russian Emperor was advised to make important reforms in order to achieve success against the rebellions. Therefore on the October 17, 1905 Emperor promulgated a manifesto declaring guarantee of person's "genuine" inviolability. Person's "genuine" inviolability in its turn covered the freedom of faith, speech, assembly and association. Another important decision made by the Tsar was foundation of "Duma, the supreme legislative body of Russia" (Silogava & Shengelia, 2007:192). Since then the consent of the "Duma" was imperative in order to enact the law. The first national assembly "Duma" was convened in 1905. During the 1912-1917 years Georgia was represented with the three members in Duma. Despite the reforms were held so called "Tsarism" was overthrown in Russia hence the new era has been started for the administrative and political system of Georgia (Silogava & Shengelia, 2007:192).

1.3. PUBLIC ADMINISTRATION OF INDEPENDENT REPUBLIC OF GEORGIA

Since the "Tsarism" was overthrown in Russia the Empire was simply agonized from this unexpected situation however this kind of condition seemed to be very favorable for Georgia, Armenia and Azerbaijan in case of political independence.

At the given period the "Provisional Government of Russia" was elected by the "Duma". In order to establish some kind of authority in "South Caucasus Region" hence "Provisional Government of Russia" made decision to establish "Ozakom" the "Special Transcaucasian Committee". "On March 18, 1917 the Committee arrived in Tbilisi in order to take over the governance of the region, it was kind of supreme body exercising civil power in Transcaucasia subordinating to the provisional government of Russia, the direct subordinates of "Special Transcaucasian Committee" were district so called "Uezd" and also the "provincial commissions" were appointed by the provisional government of Russia" (Silogava, Shengelia, 2007:199). The governance of the "Ozakom" could not remain the power and very soon on November 15, 1917 has been substituted for "Transcaucasian Commissariat", which was established by the political forces of Transcaucasia. On February 10, 1918 "Transcaucasian Commissariat" was replaced by the "Seim" (Legislative Representative Authority of Transcaucasian State), on April 22, 1918 "Seim"

proclaimed independent of Transcaucasia and announced “Transcaucasian Democratic Federative Republic” (so-called Transcaucasian Federation). One month later “Transcaucasus Union” was collapsed and on May 26, 1918 Georgia proclaimed independence. Two days later likewise the Georgia independence was also announced in Azerbaijan and Armenia (Silogava Shengelia, 2007:207).

The national consciousness was gradually growing up in member countries of “Transcaucasian Federation”, good examples of this fact are National Council of Georgia and Executive Committee of Georgia has been established in Georgia on November 19, 1917. Later on Independence Act has been adopted by the National Council of Georgia on May 26, 1918. The political form of independent Georgia was Democratic Republic. At the same meeting on May 26, Georgian government has been approved and the “Georgian National Council” was renamed as a “Parliament of Georgia” (Gachechiladze, 1995:31).

The very first Constitution of Georgia was adopted in 1921, by the parliament of Georgia and regarding to this constitution the political structure of Georgia was Democratic Republic and the form of state governance the Parliamentary Republic. The governmental structures were built through the principle of the separation of powers however it is remarkable that there was no position for head of the state the President but only Chairman of the Government, which was the “High Representative of the Republic” (Silogava, Shengelia, 2007:208).

1.3.1. The First Parliament of Independent Georgia Republic

National Council was preparing for the first parliamentary elections were held in February 1919. Approximately 77% of voters participated in the elections and all 20 years old and senior citizen of the Georgian Republic regardless of race, nationality, gender and social status was able to vote. As a result of proportional representation elections the seats in the parliament of Georgia were divided as follows: Social Democrats- 103 seats, National Democrats- 11 seats, Federalists- 8 seats, Social Revolutionaries- 5 seats and Armenian “Dashnak” party- 3 seats. On March 12, 1919, Parliament established several commissions are as follows: commission of Labor, self-governance, agriculture, education, health, military, judicial, art and road

commission. The parliament, supreme legislative body of the Georgia was functioning until the Democratic Republic of Georgia was occupied by the Soviet Russia. However it is mentionable that even under the Soviet Russia occupation Georgian Parliament remained function of the legislative body.

1.3.2. The first Council of Ministers of Independent Georgia Republic

The parliament was the supreme legislature of the Democratic Republic of Georgia and the Council of the Ministers was executive body of republic and Ministers were accountable to parliament. The new one-party (social-democratic) Government has been given approval by the Parliament. The first government of the Democratic Republic of Georgia included Chairman of the Government and eight Ministers. The Chairman of the Government was appointed for a one year by the parliament and regarding to the constitution at the same time it was “High Representative of the Republic”.

1.3.2.1. Georgian Language as an Official of Georgian Republic

In October, 1918, regarding to the law of Georgian language has been approval by the parliament from now and then Georgian language was accepted as an official language of Georgian Republic. According to the “Parliament’s rules of procedures, regulation of the use of language; Article-1 the members of Parliament make their speeches in Georgian language and regarding to Article-2 Representatives of national minorities, who does not speak Georgian, can deliver speeches in their native language, or any other language known to at least one member of the presidium”.

1.3.3. Judicial System of Independent Georgia Republic

When it comes to Judicial System during the formation of the national-state the big attention has been paid to the judicial system reform, regarding to this reform in September, 1918, the current Court was abolished and substituted by the Provisional Court of the Republic of Georgia. In 1918, the Conciliation Court system has been established and Georgia has been divided into Conciliation districts. The Position of the Conciliation Judges has been founded and each of the Conciliation districts judges was appointed through the elections. In case of the Tbilisi, Judges were elected by the

city council, however in the rest of the Conciliation districts judges were elected by the “Saerobo Kreba” (District’s Assembly), “Saerobo Kreba” it was the local self-government body. According to the first constitution “the law on the introduction of the jury trial system” has been given approval apart from this before the Supreme Court system will be introduced, the rights and obligations of the Supreme Court was given to the Chamber of Court. However later on in July 1919, the Supreme Court of the Democratic Republic of Georgia has been established. The Supreme Court of Georgia was called “Senate” represented with 12 “senators” (Silogava & Shengelia, 2007:211).

1.3.4. Administrative-Territorial Arrangement of Independent Georgia Republic

Along with the highest legislative and executive power’s formation the issues of the local governance system’s determination and administrative-territorial arrangement of Georgia were very essential as well. “On October 2, 1918, the Georgian Parliament adopted a law on provincial, county and district administrative headquarters, regarding to this law provincial commissars and their deputies were appointed in Tbilisi and Kutaisi, furthermore, Sokhumi county commissar, commissars of 14 counties and 56 districts were appointed” (Silogava & Shengelia, 2007:211).

Georgia has been divided into following administrative districts: “Tiflis “Gubernia” (province) with its seven “Uyezd” (district), Kutaisi “Gubernia” (province) with its seven “Uyezd” (district), Sokhumi “Oblasts” (county), Zakatala “Oblasts” (county) and since the July, 1920 Batumi “Oblasts” (county). In the “Gubernia” (province) the supreme administrative officer was Commissar of “Gubernia”, in the “Oblast” (province) - Commissar of “Oblast” and in the “Uyezd”- Commissar of “Uyezd” (Gachechiladze, 1995:35). All of them the “Gubernia”, “Oblast” and “Uyezd” had their own headquarters.

However this kind arrangement of administrative system was frequently criticized and as a result in the second half of 1918, the reform has been proclaimed through the local governance system and regarding to this reform the administrative division form so-called “Gubernia” (province) has been abolished. “The Parliament and the Government of Georgia abolished the division of the country into provinces and in

addition eliminated the institute of the Council of Commissars of counties and instead of this for the local authoritative bodies the Government of Georgia intended to establish the institute of “Eroba” therefore the elections to “Erobas” were held and almost all the seats in self-governing bodies were taken by the Social-Democrats” (Silogava & Shengelia, 2007:209-211). Since the self-governing body “Eroba” has been established the reform of city self-government was held, regarding to this reform the multi-party City Council and its local administrative district bodies (so called “Gamgeoba”) were elected (Bendiashvili, 1960:49). Ultimately it can be said that the “local governance” system of Georgia was based on Democratic principles.

1.4. PUBLIC ADMINISTRATION OF SOVIET SOCIALIST REPUBLIC OF GEORGIA

Regarding to the “Treaty of Moscow” signed on May 7, 1920 Soviet Russia recognized the sovereignty of Georgian Democratic Republic however very soon from the conclusion of this treaty Georgia has been invaded by the Soviet Russian Forces. February 25, 1921 is the date of the Soviet Russian military invasion of Georgia in order to overthrow legitimate “Social-Democratic government of Georgia Republic” and instead of this establish Soviet governance. Since the Tbilisi had been taken by the Russian Red Army the “Democratic Republic of Georgia” has been declared as a “Soviet Socialist Republic of Georgia”. “the period of the first independence of Georgia Republic 1918-1921 was very brief however very remarkable achievement for Georgians who always accepted only one political options the independent state of Georgia” (Nodia & Scholtbach, 2006:7).

As it was mentioned above Georgia has been occupied by the Soviet Russia and in the days ahead from the 1921 until 1991 Georgia was a part of the Soviet Union. From the very first days of occupation the “Constituent Assembly of Georgia” was replaced by the “Georgian Revolutionary Committee hence all the national and democratic bodies of the former Democratic Republic were abrogated and replaced with the Soviet legislative, executive, judicial and other bodies, since the occupation the legislative branch of the Soviet Georgia was the Central Executive Committee and the government, the executive power was Council of the Public Commissars, furthermore the Constitution of March, 1922 declared Georgia the Soviet, Socialist

Republic” (Silogava & Shengelia, 2007:238). It is mentionable that the government of Soviet Georgia was accountable to the “Central Committee of Russian Communist Party of Bolshevik” and carried out their instructions.

In 1922 the three countries of Caucasus region: Georgia, Azerbaijan and Armenia were influenced by Russia to be united into a Federation known as “Transcaucasian Socialist Federative Soviet Republic”. “The authorities of Federation, located in Tbilisi, were not permitted to be mono-national, nor could they use the language of any one of the largest, but not dominant nationalities, Georgian, Armenian or Azeri Turkic but the official language could only be Russian” (Gachechiladze. 1995:35). The Federation existed until the 1936, when Soviet Russia made decision to dissolve the Union and regarding to the “all the versions (1924, 1936, 1977) of the Soviet Constitution, all the Union republics were nominally declared to be “sovereign States”, which had entered the Union by their own will and had the right of “free withdrawal” from the Union” (Gachechiladze, 1995:35).

In order to gain total control Bolshevik government made decision to build the “centralized state system” and transform government into the highly centralized government system. Likewise the other members of USSR in Georgia as well all existing parties “social-democratic, social-federalist and national-democratic parties were outlawed and the multi-party system has been replaced by the autocracy of ultra-authoritarian Bolshevik party” (Silogava & Shengelia, 2007:238) in other words the political pluralism in Georgia has brought to end (Nodia & Scholtbach, 2006:93).

Georgia and the other members of USSR were forced to take part during the establishment and development of Bolshevik socialism model, regarding to this model the private property of land has been abrogated “the Bolsheviks social ideal was building a socially and economically equal society therefore in the very first years all the enterprises of the country and the industries have been nationalized after that the private peasant economies have been united into the collective economy, in other word private land ownership has been substituted with the joint/collective ownership and so called full-scale collectivization was forcefully carried out” (Silogava & Shengelia, 2007:239).

During the 70-years period of Soviet governance in Georgia the Soviet constitution has been adopted four times by the Soviet government in 1922, 1927, 1937 and 1978 (Kakhiani, 2008:57). These four Constitutions maintained the continuity of similar ideas and principles only some changes were made regarding to the political regime, to the law and defining of state organs (Kakhiani, 2008:57). The highest policy making government authority and the most important executive board of Soviet Union were so called “Central Committee of the Communist Party of the Soviet Union”. All the decisions referring to government administration system have been taken by the “Central Committee of the Communist Party of the Soviet Union” were unconditionally approved, implemented and carried out by the all member states of Soviet Union. Therefore the state power was totally centralized “the Georgia had only one and hegemonic Communist party” (Nodia & Scholtbach, 2006:93).

If it comes to the democracy the values and principles of democracy such as: “a division of executive power, pluralist political system, freedom of speech, judicial independence, property rights, human rights and to say nothing of basic rights of citizens none of them have been implemented in practice but only presented on the laws” (Kakhiani, 2008:58). Regarding to the above presented authors all previously shown evidence highlights that during the period of Soviet Union from 1922 until 1991 years Georgia likewise the other member countries of Soviet Union was not able to possess and develop its own government structure and public administration system.

1.4.1. Civil Servant System of Soviet Socialist Republic of Georgia

In the context of “Public Personnel Management System” during the Soviet Union it seems that there were no distinction between the civil servants and workers as they were not distinguished. As it was noted at earlier paragraphs since the Georgia was occupied by the Soviet Russia and forcefully became the member of Soviet Union had to carry out all policy proclaimed by the Union (Silogava & Shengelia, 2007:239). Regarding to this policy the private ownership has been substituted by the collective ownership and all the enterprises of industries has been nationalized and belong to the state therefore all employees were employed at the state-owned

enterprises and private sector did not developed therefore employees can be identified as a civil worker.

Regarding to the scholarly literature proposed by the Inkeles (1950:465) the “civil servants system” in the Soviet Union Public Administration System can be divided into three categories. The Soviet Constitution has been adopted in 1936, proclaimed that “Soviet population has been divided into two major classes the working class and the peasantry and a third group the intelligentsia so called stratum” (Inkeles, 1950:466). These three groups of the class regarding to the scholar articles above will be discussed in details.

1.4.1.1. Division of Working Class and Peasantry Class

The working class was divided into the groups are as following: “the most high skilled and productive workers, so called Stakhanovites, another sub-group represented by the workers whose work was not so productive and as important as the others from the first group, therefore they earned less than the “average wage for all workers” and the third group consisting less skilled workers, so called “disadvantaged workers” (Inkeles, 1950:466).

Alike to the working class the class of peasantry has been divided into the sub-groups as well. Actually this class has been represented by the “well-to-do peasants” were advantaged by viewpoint of skills, productivity and trade, also by the poor peasants groups were called “average peasant group” and by the workers who were forced to work in to the “forced labor camps” (Inkeles, 1950:466).

According to the author (Inkeles, 1950:466) the intelligentsia in its turn divided into four groups including so called: “ruling elite, the small group covering high Party, government, economic and the military officials, prominent scientists and the selected artists and writers, the second group was represented by the superior intelligentsia composed of the intermediary ranks of the categories mentioned above, plus certain important technical specialist and the third group consisting the most of the professional groups the middle ranks of the bureaucracy, managers of small enterprises, junior military officers, technicians and etc. and the fourth group was called “white collar groups this was the synonymous with the Soviet term for

employees, which ranged from petty-bureaucrats through accountants and bookkeepers down to the level of ordinary clerks and office workers (Inkeles, 1950:466)

1.4.1.2. Division of Soviet Civil Employees

At very first period of Soviet regime Bolsheviks intended “to make the position of civil servant by not granting them a privileges status and classifying them simply as an employees of state having the same rights as other persons working for wages”, but later on made decision “to divide Soviet civil employees into categories and to schedule of typical positions which later has been accepted by all national, state and local institutions” (Maxwell, 1932:319). “The civil servants employed by state” (Maxwell, 1932:322) and it is remarkable that at all of the branches of Soviet service the all responsible positions have been held by the members of party (Maxwell, 1932:324).

The term civil servant defined the persons were working in the different units of government at the central and at the local level and “were in the service of state institutions and establishments of USSR” (Maxwell, 1932:321). Actually civil servants have been employed by the central government. There were several regulations during the process of employee appointment, especially for the responsible positions, all the employees were recruited at the responsible positions at same time were the members of Communist Party and “any kind of private trade or commercial relationships with state institutions were forbidden for them” (Maxwell, 1932:322).

All the regulations referring to the civil servant were made by the central government of Soviet Union must be accepted by the all national, state and local institutions of Union member countries. As it was mentioned above at all of the branches of Soviet service the all responsible positions have been held by the members of Communist Party (Maxwell, 1932:324). Regarding to the above discussed authors it can be said that the current understanding of management of the employees of public sector is differ from those were accepted and recognized by Soviet Union.

Since the 1922 the governance of Soviet Union existed in Georgia and the Georgia was the member of the Union until it collapsed, on October 28, 1990 the democratic parliamentary elections has been held in Georgia, and regarding to the decision made by the new elected parliament the state status of Georgia renamed as the Republic of Georgia.

1.5. PUBLIC ADMINISTRATION OF INDEPENDENT GEORGIA REPUBLIC (1991-2018)

The referendum on the issue of independence has been approved by the new elected government of Georgia. The referendum of independence has been held and included only one question: “Do you support the restoration of the independence of Georgia in accordance with the Act of Declaration of Independence of Georgia of May 26, 1918?” regarding to the official results nearly 90.6 % of voters participated in the referendum and from them the independence has been supported by 99%. The Republic of Georgia gained back its sovereignty and on April 9, 1991 the restoration of independence of Georgia has been declared by the Georgian Supreme Council and in the following years has gained the universal recognition (Silogava & Shengelia, 2007:224).

It can be said that the process of disintegration of the Union of the Soviet Socialist Republic has not been as peaceful as it can be seemed at first glance. Regarding to the scholars since the disintegration of Soviet Union the ethnic conflicts within the Georgia has been provoked by the Russia. During the Bolshevik governance the three autonomous units have been established throughout the Georgia are as follows: “the Autonomous Soviet Socialist Republic of Ajara (July 16, 1921), Autonomous District of Ossetia (April 20, 1922) and Abkhazia, which initially was a part of Georgia as a Soviet Socialist Republic (March 4, 1921) however later in 1923, it became Autonomous Republic” (238). Based on the provoked ethnic issues the Autonomous Republic of Abkhazia maid decision to adopt the declaration “on the Sovereignty of Autonomous Republic of Abkhazia” on the other hand “the autonomous district of South Ossetia demanded that their region to be secede from Georgia and united with their counterparts (the North Ossetia part of Russia) in the Russian Federation” (Silogava & Shengelia, 2007:245). These conflicts based on the ethnic issues has

turned into military conflict, the heavy fighting has been started by the armed opposition supporters in 1991, and continued until the 1992.

The result of the military conflict was very crucial for Georgia “the first legitimate government of Georgia has been overthrown and replaced by the military council” in September, 1993 Abkhazia has been occupied by the occupational separatists forces, nearly 300 000 Georgians and the people with other nationalities were displaced from the territory of Abkhazia. This complicated situation has not stabilized until the new Constitution has been approved by the Parliament of Georgia in 1995 (Silogava & Shengelia, 2007:247). The Georgia was unable to recover the lost territories the legitimate government was overthrown and as a result of this hard situation country suffered from economic and social crisis. Regarding to the scholars Doel, Kachkachishvili, Lucas, Namicheishvili and Partskhaladze (2016:96) the period from 1991 to 1995 “the social development of Georgia characterized by great hardship” the economic situation was dramatically getting worse. The civil war gave rise to economic and social problems the newly formed state was unable to handle difficulties faced with. “A very high inflation rate decreased the effectiveness of systems of social protection and provoked a massive deterioration in the social situation” (Doel, Kachkachishvili, Lucas, Namicheishvili & Partskhaladze, 2016:96). The development period since the Soviet Union dissolution is alike for almost all post-soviet countries. Since the 1991 almost all of the post-soviet counties struggled for the “political independence, for the international recognition, for the strengthening of national sovereignty, for the decreasing inflation, for the creating and developing private sector and for the making social and public administration reforms work” (Zharkeshov, 2014:146-147).

1.5.1. Development of public Administration of Georgia Since 1991

It can be said that the transition period for Georgia since 1991, was very hard and the progress has been achieved within the institutional and structural reforms was very poor and generally unsatisfactory. Regarding to some scholars (Kikutadze, 2015:60) since the Georgia regained its independence the Public Administration System formation and development period can be divided it to three periods are as follows:

- The first period- 1991-1997
- The second period- 1998-2003
- The third period- 2004 to present

In the following paragraphs all of these periods will be discussed in more details.

1.5.1.1. The First Period- 1991-1997

The early years of independence of Georgia Republic were dramatically complicated the consequences of the civil strife which turned into civil war were deeply hard. Country suffered from deep crisis in the economy. These negative initial conditions in its turn caused the negative impacts within the public administration system as well. The economical downfall which started in 1990 has continued until the 1995, when Georgia became able to adopt new constitution and figure out the frames of public administration structure. In spite of some changes in general transformation process progressed slowly. Public institutions of Georgia were operated inefficiently and the administration system generally did not focused on public needs and interests. In turn the corruption it can be said that corruption was growing which was partly the result of strong administrative interference throughout the private sector. The most of the people were employed by the state agencies furthermore it can be said that at the given period the only employer was the government. This kind of situation supplied and gave rise to nepotism within the employment in the public sector. The government system was characterized with the highly centralized model. All the decisions and processes were made and handled at the top executive levels of government and the mechanisms of decision making of local authorities were actually ignored therefore the local authorities activities characterized with a low efficiency.

In general the economical and social conditions were very weak in Georgia however it can be said that since 1995, the dynamics slowly but still have been improving (Zharkeshov, 2014:146). In 1995, the essential changes have been observed in the country, namely Georgia developed the national currency, along this was trying to tackle the inflation, the political stability more or less has been maintained and the very essential fact - the new constitution has been created. Further more in 1997, “the Public Service law has been adopted and accordingly the law determined the legal

basis of organizing civil service in Georgia; regulated relations concerning the execution of civil service and defined the legal status of civil servant” (Kikutadze, 2015:61). However it should be mentioned that in spite of some important changes in general at the given period the public services suffered from the lack of the corresponding legal and normative bases for instance the legal bases characterized with the lack of the recruitment rules and regarding to these insufficient legal bases public officials very often abused their rights and used the legal gaps for their own benefits.

1.5.1.2. Period from 1998 until 2003

The given period from 1998 to 2003, generally can be characterized successfully in regards of public sector of Georgia. Some essential reforms were proclaimed and held by the government in order to create legal documents and systems for the private and public sector. Initially the tax system has been introduced, the judicial system reforms were carried out, the healthcare system reform was held.

The reforms have been proclaimed by the government referred to several systems one of them was the education system. Despite some noteworthy changes throughout the public life the country still suffered from the critical social and economical problems. In Georgia the processes of transformation of the public ownership to the private one started in 1992 however it can be said that the biggest wave of privatization has began since 1997.

However it can be said that the results of privatization were not significant because of the private sector and private owners who in its turn was inexperienced to run independent enterprises (Tsikhelashvili, Shergelashvili & Tokmatishvili, 2012:5).

Regarding to the authors (Tsikhelashvili, Shergelashvili & Tokmatishvili, 2012:4) “the biggest problems in the Georgian economy at the given period were the hyperinflation from the beginning of the nineties, low revenues accruing to the state budget, financial crisis of 1998 in addition Georgia had the fundamental problems characteristic of an underdeveloped economy: a budget deficit, increasing state debt, low monetization, a weak banking system and insufficient progress on institutional and structural reforms”.

In 1998, Georgian public administration has paid attention to decentralized model of governance and accordingly the local authorities were emerged and began functioning along with the central government agencies. However it can be said that the functioning of the local authorities characterized with the lack of the effectiveness and sufficiency. On the one hand the human resources were ineffective because of the low skilled and less qualified employees and on the other hand public administration suffered from lack of the financial resources in order to carry out all public administration reforms. Due to these and the rest of the problems were existing throughout the public system public administration namely the government agencies and local authorities were unable to respond to every challenges and to be more citizens oriented during the operating. During the given period non-governmental organizations started to come out more actively on the civil arena.

At the given period the corruption was the one of the main and biggest problem in the public administration of Georgia. In order to fight against the corruption and prevent it in 2001, government of Georgia made decision to establish Anti-Corruption Council. The main goal of this council was to minimize the number of corruption cases and finally eliminate it. However it can be said that eventually the Council was unable to carry out their anti-corruption program because there was no political will at the highest levels of political authority (Kikutadze, 2015:62).

Regarding to the scholarly literature discussed above it can be said that the public administration system of Georgia during the period from 1998 until the 2003 characterized with the high centralized governance model where the local authorities and middle level government agencies were actually disable to be fully involved in the governance processes therefore their initiatives were always eliminated. In 2003, the existing government of Georgia was changed by the new government has been came to power with the new visions. The post period of 2003 can be characterized as the period of changes of Georgia in case of public administration as well.

1.5.1.3. The third Period from 2003- up to the Present Day

Since the 2003 the new era has been started for the public administration system, one of the main purposes of the new government of Georgia was the development of public administration system namely improvement of public services and development the effectiveness of all public service activities. The challenges public administration system faced to for the given period needed to be responded and resolved as soon as possible. Consequently in order to make quick response initially the government of Georgia proclaimed the short-term reform of public services. This reform envisaged the specific tasks will be resolved in minimal time. In order to make public administration more effective government of Georgia developed the political vision of civil service reform, this vision was based on the analysis of existing challenges and problems throughout the public administration system. Within the framework of reform were determined issues are as following:

- The implementation of institutional changes,
- Optimization of civil servants numbers,
- Improvement of civil servants motivation system,
- Development of budget planning processes and improvement of spending mechanisms
- Increasing transparency of government activities,
- Minimization of existing strong administrative interference in the private sector activities
- Minimization cases of corruption,
- Development and formation of unified national strategy of government.

Since the end of the 2003s the active and radical reforms were started through the public administration. The initial stage of reform envisaged consolidated institutions therefore consolidated decision making in order to supply and increase flexibility and efficiency of public sector. Therefore in some cases reforms focused on central government institutional restructuring issues and the mass staff changes and the establishment of organized administrative management system. Some legislative amendments were carried at the initial stage, namely since the February 11, 2004 the law on the Structure, Authority and activity rules of Government of Georgia went into

force. This law has replaced the existing law on the structure and activities rules of executive government and regarding to this law the amount of ministries decreased from 18 to 15 (later on decreased into 13 ministries) and the government departments were transformed into state subordinated institutions and were subordinated to relevant ministries, some of the government departments formed as the legal entities under public law. The reform not only focused on the consolidation of government departments but also paid particular attention to the process of internal restructuring of government agencies. Regarding to the reform on consolidation of internal agencies the amount of the internal agencies and sub-departments were decreased from 52 to 34. The main purpose of consolidation was to increase efficiency, effectiveness and flexibility of government institutions.

In order to provide the implementation of essential and challenging reforms within the public administration, to develop effective and transparent government system and to provide the implementation of anti-corruption policy the amendments were made within “the law on Public Services” and government made decision to establish the Civil Service Bureau (CSB) (President of Georgia, Decree # 472 October 29, 2004). The Civil Service Bureau has been established in 2004, and since 2009 the Bureau “obtained the function of handling asset declarations of high officials, currently Bureau is an advisory body to the President of Georgia and the main mission is to insure an effective and transparent public administration system in Georgia” (Civil Service Bureau, 2017:2).

The very first law on Public Services has been adopted in October 1997 by the parliament of Georgia and since then many changes has been observed and the law has been revised several times. Since the independence restoration of Georgia many changes and reforms were carried out throughout Public Administration system. These changes and reforms from the general point of view can be characterized successfully, however it can be said that in most cases the systems were suggested by the reformers frequently suffered from shortcomings. There was an obvious need of systematic review of civil service system (Mikelsons, 2014:5). Therefore government made decision to start the broad consultation process in 2013 in order to formulate the new concept of civil service reform. During the period from 2013 to 2014 the

Coordinating Council of Civil Service Reforms has been created in order to coordinate and determine the main goals of public service reform (Kikutadze, 2015:63). The main purpose of the reform is “to lead the civil service reform and develop a new legal framework, procedures and guidelines for civil service” (Mikelsons, 2014:5) in order to supply more efficient and open operating of public services.

1.5.2. Implemented and Ongoing Reform of Georgia Public Administration

Generally it can be said that Georgian Public Administration journey to the e-government started successfully. The very first steps toward the e-government of Georgia “started from creating information systems, digitalizing internal information resources, automating information flows, creating data centers and establishing connection between agencies and regional offices” (Gvenetadze, 2015:2). E-government became a main issue for the Georgian government in 2009. At this given period introduction of e-government throughout the public administration system has been identifies as a priority by the Georgian government. The main goal of Georgian government was to hold the state administration reforms, to provide more accessible public services and to supply more transparent and accountable public administration system during the operating. Since the 2009, the broad spectrum of e-government projects has been implemented and some of them are still ongoing projects. In order to implement e-government project into the better way the relevant legislative framework was established by the government of Georgia for instance the laws are following have been adopted: “e-document and e-signature Law (2007), Law on Creation on Data Exchange Agency (2010), Law on Unified Information Registry (2011), Law on Information Security (2012), and Law on Personal Data Protection (2012).

The achievement of the goals related to transformation of the Georgia policy and economy into the democracy and free market economy required very comprehensive reforms. Accordingly government of Georgia since 2003, within the difficult political and economical environment went through the hard and challenging road of transformation in order to increase indicators of governance.

As a result according to the indicator of World Bank “measuring the extent to which citizens participate in public governance, has improved from 44.7 in 2004 to 54.4 in 2013 and the government effectiveness regarding to the another World Bank indicator measuring the quality of public service delivery, policy formulation and the civil service has dramatically increased over the same period from 36.6 to 69.4. It is remarkable that since 2010, “Georgia has advanced by 44 positions and regarding to United Nations “e-government survey 2014, ranks 56th among the 193 countries in E-Government Development Index (EGDE) and if compared to 2012, Georgia has advanced by 16 positions and in case of e-participation index Georgia ranks 66th in 2014 (as compared to 143th in 2008)” (EPRC, 2015:5).

Another essential reform proclaimed by the government of Georgia in 2004, related to the Anti-corruption reform with the slogan- “Zero Tolerance to Corruption”. Since 2004 up to the present day remarkable advances were made in the fight against corruption. Regarding to repots (2014) “the reforms implemented since 2004 have succeeded in almost fully eliminating bribery in the provision of public services and regarding to the survey (Global Corruption Barometer, 2013) only 4% of Georgians had been asked to pay a bribe for public services in 2013” (GOG, 2015:5). Regarding to the Transparency International “the Corruption Perception Index published in 201, Georgia ranked 50th out of 175, with the lowest level of perceived corruption in Eastern Europe and Central Asia region”(GOG, 2015:5). According to the report (World Economic Forum’s Global Competitiveness, 2014-2015) “Georgia ranks 34th out of 140 countries on ethics and corruption” (GOG, 2015:5).

The major goal of ongoing and upcoming projects of public administration of Georgia is to make government more efficient and effective. Along with the country’s transition to a parliamentary democracy the public administration reform has been initiated in 2013, by the Georgia government and this reform was supported by the EU and OECD/SIGMA. In order to implement ongoing and upcoming reforms in better way Government of Georgia developed “Public Administration Reform (PAR) Roadmap 2020”. This Roadmap encompasses “six major policy areas are as following: policy development and cooperation, human resource management, accountability, service delivery, public finance management and local self

government” (UNDP, 2015:3). Another ongoing and upcoming reform of Georgia public administration related to the Civil Service Reform. Regarding to this reform the “Civil Service Reform will create a model for civil servants recruitment, promotion and dismissal based on merit and independent from political influence”(UNDP, 2015:4).

Regarding to the view point of authors discussed above it can be said that Georgia has achieved significant and noteworthy success during the implementing e-government throughout the public administration system. Achievements are really remarkable however it can be stated that in spite of the considerable progress challenges still exist and they are needed to be addressed.

1.5.3. Constitution of Georgia

The history of Georgian constitutionalism begins with the Independent Act of Georgia dated with May 26, 1918. Based on this Act Georgia was declared as full-fledged, independent State. It is noteworthy that according to this Act the first time in Georgian history the government form and political regime of Georgia has been defined. Regarding to the Independent Act, Article 2 the political form of Independent Georgia defined as “Democratic Republic of Independent Georgia”. Since the adoption of Independent Act another essential document within the Georgian constitutionalism history is the very first Constitution of Georgia dated with February 21, 1921. The first Constitution of Georgia was composed of 149 Articles and 17 Chapters.

The very first Constitution of Georgia characterized by the authors as “one of the most advanced and perfect supreme legislative acts oriented toward human rights in the world for its time that is, the beginning of the twenties century” (Papuashvili, 2014:324). The basic principal and values of first Constitution of Georgia featured as following: “parliamentary governance system, establishment of local self-governance, abolition of death penalty, freed of speech and belief, universal suffrage (pressing at that time for equal right to vote for men and women), introduction of jury trial and many other provisions” have been defined in the Constitution (Papuashvili, 2014:324).

However very soon since the adoption of the very first constitution of Georgia country has been occupied by The Russia and the first constitution has been suspended. Since the occupation of Russia 70 years period of Soviet Constitutions has started in the development history of Georgia Constitution. During the period of Soviet governance “four Constitutions (1922, 1927, 1937 and 1978) has been adopted by the Soviet Republic of Georgia and it is noteworthy that all of them based on the principles of the Communist party, the soviets and legitimized existence of one party communist system which has nothing in common with the principles of Constitutionalism advocated by the democratic governance and it can be said that all of the all of them had practically been the copies of their respective preceding USSR constitutions (Papuashvili, 2014:332).

Georgia regained independence and on February 21, 1992, adopted “a declaration on restoring the constitution of February, 1921” (Papuashvili, 2014:332). The work out on new Constitution started in 1992 and the parliament of Georgia established the special commission in order to prepare a new draft of constitution. Taking into consideration the difficult political and economical situation of Georgia at the given period the new Constitution of Georgia has been adopted only on August 24 in 1995 by the parliament of Georgia.

The Constitution of Georgia is a supreme law regards to all other Normative Acts of Georgia. As it mentioned and noted in the Constitution the Constitution of Georgia is a supreme law therefore all other legal acts must be in compliance with the Constitution. Regarding to the Constitution 1995, “the parliament of Georgia is the supreme representative body of the state which exercises legislative power and other responsibilities determined by the Constitution (Article 48)”(Kapanadze, 2010:16). According to the Constitution 1995, the presidential state model has been introduced therefore presidential system has been declared. Regarding to Constitution 1995, “President of Georgia is elected on the basis of universal, equal and direct suffrage by secret ballot for a term of five years (Article 70, Paragraph 1) he or she is a head of the state of Georgia as well as head of the government (Article 69, Paragraph 1)” (Kapanadze, 2010:17).

1.5.3.1. Amendment 2004, in Constitution of Georgia

Since the adoption of the Constitution 1995, several amendments were accrued within it and some wide-ranging Constitutional reforms will be discussed in the following paragraphs. The first large-scaled constitutional reform was carried out on February 6, 2004 and 30 Articles of Constitution have been amended. The fourth Chapter related to the Georgian government has been added and the governance form of Georgia the “Presidential Republic” replaced by the “Semi-presidential System” (Gabadava, 2006:1). Regarding to the authors “the semi-presidential system in theory implies limited authority of president however in case of Georgia the changes brought in fact was the even further strengthened authority of the president, increasing his capacity while diminishing his share of responsibility” (Gabadava, 2006:1). Within the Constitution the very essential amendments related to the governance have been observed in 2004. Regarding to the amendments were added to the “Constitution of Georgia in 2004, the President is the head of the state (Article 69, Paragraph 1) the head of the government is the Prime Minister, appointed by the President (Article 79, Paragraph 1 and 73, Paragraph 1, sentence b), which is responsible to both the President and the Parliament (Article 79, Paragraph 2)” (Kapanadze, 2010:23).

The amendment of 2004 followed with other changes in the Constitution for instance regarding to the amendment added on February 23, 2005, the amount of Member of Georgian Parliament decreased from 235 to 150 members. Correspondingly to the changes were carried within the Constitution the three Articles numbers 25, 26 and 73 were renewed and accordingly the President of Georgia was granted with the prerogative of government’s dismissal (Gabadava, 2006:2). In December 2005 the new Law related to the self-governance of Georgia has been adopted.

1.5.3.2. Amendment 2009, within the Constitution of Georgia

Another one large-scaled Constitutional amendments were implemented on June 23, 2009. The National Constitutional Commission has been formed and the composition of Commission has been determined by the President of Georgia. The Commission started work out on the formation of new amendments of Constitution. According to the Constitutional Law drafted by the Commission almost 40% of existing Constitutional Texts included the preamble was amended. Regarding to the new

model the changes were observed within the Chapter II related to “the fundamental human rights and freedoms”; in this section the Articles are as following have been modified and clarified: Article 18 related to the inviolability of the person, Article 21- rights of property, Article 22 –right to freedom of movement, Article 30- Labor rights and etc.

The government related amendment has also observed namely the authority of Prime Minister was increased and on the contrary the authority of President has significantly reduced. For instance the countersigning institute was introduced and consequently the Legal Acts along with the President must be signed by the Prime Minister as well. The law on government formation has also changed, regarding to new one the government of Georgia was formed not by the President but by the Prime Minister. Thus the governance model of Georgia transformed from the semi-presidential model into the parliamentary model of governance. The amendment of 2009 has been approved with the third reading by the Parliament on October 15, 2010, the 112 members of parliament voted in favor of yes to the Constitutional changes and only 5 voted for no.

1.5.3.3. Amendment 2017, within the Constitution of Georgia

In 2016, Georgia faced with the third major constitutional amendments. In order to carry out the major revision of Constitution the parliament of Georgia formed the State Constitutional Commission. On April 22, 2017 the new draft of Constitution has been adopted by the Commission. The main purpose of the amendment related to the introduction of parliamentary republic and the ending of direct presidential election model. Regarding to the new draft “the president of Georgia will be elected by an electoral college without a debate for a 5-year term and the electoral college will be comprised with 300 members, including all members of Parliament and all members of Supreme Council of the Autonomous Republic of Abkhazia and Adjara and the other members will be named by the political parties from representatives of local councils” (Nakashidze, 2017:1).

Regarding to the draft “president’s power will also be restricted the president will carry out a number of powers in agreement with the government or at the government’s proposal however president will remain the Commander-in-Chief of

the Armed Forces but he will appoint and dismiss the Head of the Military Forces on the recommendation of the Government (Nakashidze, 2017:3).

Regarding to the draft the existing proportional/majoritarian election system will be substituted by the proportional election system, regarding some authors this is “a positive step forward aiming at increasing pluralism in parliament” however until the election 2024 the “the 5 % threshold rule in legislative election is maintained and the election 2020 will still be held under the existing mixed electoral system”. However for the election 2024 the 5% threshold will be decreased to 3% (Nakashidze, 2017:3).

Accordingly to the new draft of Constitution the Constitution amendment rules have changed as well. Consequently to the new rules the “amendments will be adopted by a two-thirds rather than a three-quarters majority in Parliament and amendments will be submitted to the President after their adoption by Parliament if there are supported by three-quarters of the total number of members of Parliament the president will not have right to veto them” (Nakashidze, 2017:4). The new draft of Constitution has been adopted “on September 26, 2017, Parliament approved the amendments to the Constitution at the thirds reading supported by 117 voters while 2 members of Parliament voted against” (Nakashidze, 2017:4).

1.5.4. Governance Structure of Georgia

Constitution of Georgia has been adopted in 1995, “established a multi-party party presidential representative democratic republic, braches with executive powers vested in government and legislative power both by government and parliament, the constitution outlines independence, rights of citizen and the power of the different branches of Georgian government” (Khetsuriani, 2008:177).

The implementing of state government of Georgia is based on principal of separation of power. The power is divided among the legislative, executive and judicial authorities. The political form of the State Georgia defined as Democratic Republic. The administration divisions of Georgia are as following: country includes two autonomous republics of Abkhazia and Adjara both of them have been formed under the Soviet governance and were recognized by the Constitution of Georgia had been

adopted in 1995, Georgia also includes eleven Regions, 76 Municipalities and 12 self-governing cities.

1.5.4.1. The President of Georgia

The President of Georgia is the head of the State, the Supreme Commander-in-Chief of the Armed forces and represents the Country in foreign relations, “within the authority under the Constitution of Georgia the president provides proper functioning of state bodies and through agreement with the government holds negotiations with other states and international organizations, enters into international agreements and treaties and etc President is a guarantee of the country’s integrity and national independence”.

For the very first time in the history of Georgian State the presidential system of government has been established within the Constitution of Georgia has been adopted in August 24, in 1995 by the parliament of Georgia. At the given period the government of Georgia characterized as a classical presidential republic with the president granted with broad competences however regarding to the Constitutional amendment approved in 2004 the presidential government model substituted by the semi-presidential government model however the president still remained the broad competencies of power. Later on the so called mixed model the semi-presidential and parliamentary model has been introduced within the government of Georgia (Khetsuriani, 2008:176).

Regarding to the last amendment of the Constitution of Georgia approved the power of President is restricted by the Constitutional amendments approved by the parliament of Georgia on September 26, 2017. As it was mentioned above consequently to this amendments “president’s power will also be restricted the president will carry out a number of powers in agreement with the government or at the government’s proposal however president will remain the Commander-in-Chief of the Armed Forces but he will appoint and dismiss the Head of the Military Forces on the recommendation of the Government (Nakashidze, 2017:3).

1.5.4.2. The Parliament of Georgia

The beginning of the modern parliamentary history of Georgia can be dated with 1918-1921, at the given period Georgia's state government form was defined as parliamentary republic by the Constitution of Georgia. Regarding to the scholarly literature it can be said that very first parliamentary model of Georgia was different from the models were existed in the world at the given period. Namely "while the State authorities were organized on the basis of the separation of powers, there was no position introduced for the Head of the State in the system of State government, actually also from 1918 until 1921 when the Constitution of Georgia has been adopted a parliamentary republic as a republican form of State Government existed in Georgia without the Head of State- President, i.e. it was the same system as was established by the Constitution of 1921, regarding to this Constitution only the position of Highest Representation of the Republic has been introduce however it can be said that this position was not equivalent to that of a president being the Head of State in a parliamentary republic" (Khetsuriani, 2008:176).

In 1921, Georgia has been annexed by the Soviet Russia and was forced to be incorporated into the Soviet Union. Since that time until the 1991, the four Constitutions have been adopted by the Soviet government of Georgia and "all of them were based on the principles of power separation however the separation of powers was only fiction and actually every decisions were made by the communist party and all of the decisions were made by the communist party was obligatory for any state body or public organization" (Khetsuriani, 2008:176-177) hence at the given period the role of the parliament in the political life of Georgia was only formal and limited.

In 1991 Georgia regained independence and above discussed parliamentary model of Soviet Georgia has been replaced with the parliamentary model are existing now. Regarding to the Constitution of Georgia Article 48 Parliament is "the supreme representative body of the country, which exercises legislative power and determines the principal directions of the country's domestic and foreign policy, controls the activities of Government as provided in the Constitution and exercises other powers

determined by the Constitution and other legal acts, including the Rules of Procedure of the Parliament” (Rules of Parliament Procedure, 2013:1).

The parliament of Georgia is composed with 150 members are called as deputies. The parliament elections are based on the principals of the universal, equal and direct suffrage elections with the secret ballot voting method and 77 members of parliament from 150 are elected by the proportional election system and the 73 members of parliament are elected by the majoritarian system. The parliament is elected for four years term and is granted with the legislative power by the Constitution. The rights and obligations and other related legal issues of the Georgian parliament are defined by the Constitution within the Chapter 3, Articles 48-68. The basis of the activities of parliament is defined by the rules of procedure of the parliament of Georgia. The state of Georgia provides “security of parliament and ensuring that its activities are unimpeded” (Abashidze, 2008:5).

The basic principles of parliament activities are as following: “multiparty system, ensuring representative proportionality, free and collective discussion and resolution of issues, consistently comply with the constitution of Georgia, the laws of Georgia, the Rules of Procedure and other normative acts and controlling their fulfillment, complying with the universal norms of international law and respecting them, providing transparency and the community of interests of the state and the people of Georgia” (Rules of Parliament Procedure, 2013:4). Parliament working language is Georgian.

The constitutional prerogatives of Parliament are as following: “making general or partial amendments to the constitution of Georgia, adopting constitutional agreement, legislative activities, hearing the annual reports of the President of Georgia, approving the structure, power and the rules of work of the Government of Georgia, giving a vote of confidence on the composition of the Government of Georgia or giving a vote of no confidence to the Government, exercising control over the activities of the Government of Georgia, determining the status of state border of Georgia” and etc (Rules of Parliament Procedure, 2013:4).

When the issue comes on the legislative initiatives “as proved by the Article 67 of the Constitution of Georgia the following subjects have right to launch the legislative initiatives: the Government of Georgia, Member of Parliament, a committee, a faction, the supreme representative bodies of the Autonomous Republics of Abkhazia and Adjara, and at least 30 000 electors of Georgia” (Rules of Parliament Procedure, Article 143, 2013:11).

Last election of Georgian Parliament was held on October 30, 2016 and the next parliamentary election will be held in October 2020 and the elections day will be determined by the President of Georgia 60 days before the election.

1.5.4.3. Judicial System of Georgia

Likewise to other democratic countries in Georgia as well authority power is separated into legislative, executive and judicial authority. The following paragraph will focus on judiciary system of Georgia and regarding to the related scholarly literature the main structure of Georgia judicial system will be represented in more details. The justice in Georgia “is administered by the Common Courts and constitutional Court of Georgia notable the justice is administered by the common courts will be discussed in more details above and in its turn Constitutional Court is the authority of constitutional control”.

Until the 1995, the judicial system of Georgia remained the traces of Soviet Union. At the given period until the 1995, Georgian common court consisted: “district courts, Tbilisi city court, the supreme court in the both of autonomous republics of Abkhazia and Adjara and the supreme court of Republic”. The Constitution of Georgia has been adopted in 1995, provided independence of Georgian judiciary system. The original law about the common courts of Georgia has been adopted in June, 1997, by the parliament of Georgia and regarding to this law the common courts of Georgia included courts are as following: “the district court, the regional court had the jurisdiction to hear appeals on district court’s decisions and the supreme court”.

Since that time several reforms were held, changes were made and amendment were introduced throughout the judicial system of Georgia and some of them are still ongoing reforms. Within the currently existing judiciary system of Georgia the justice

“is administered by the common courts through procedures are divided into the following: the civil, administrative and criminal procedures”. The courts are working on this procedures in its turn are divided into “the district (city) court, court of appeals and Supreme court of Georgia”.

The cases must be discussed by the courts are distributed within the related court according to the jurisdictions for instance “the district (city) court is the court of first instance which tries cases attributed to its jurisdiction by one judge under the procedure established by the procedural law or in the cases provided by the law by a panel of three judges on the other hand the court of appeals hears appeals on decisions were made by the district (city) courts by a panel of three judges under the rules established by the procedural law”. It is notable that this procedures of cases deployment are “regulated by the Original Law of Georgia on Common Courts” which has been adopted in 1997 by the parliament.

When issue comes on Supreme Court it must be noted that the “Supreme Court of Georgia is the court of cassation of the highest and final instance administering justice throughout all Georgia and the Court in the prescribed procedural form provides supervision over the administration of justice at common courts of Georgia and exercises also other powers specified by the Articles 63, 64, and 88 of the Constitution of Georgia and applicable law of Georgia”. The Supreme Courts activity “is based on the Original Law of Georgia on Supreme Court of Georgia has been adopted by the parliament of Georgia on May 12, in 1999”.

In case of Constitutional Court of Georgia it is mentionable “that in case of violation of rights and freedoms guaranteed by Chapter 2 of the Constitution of Georgia, any person has right to apply to the Constitutional Court of Georgia for protection of his/her rights and freedom. In its turn the Constitutional Court “is composed with nine judges who are the members of the Constitutional courts”. The main objective of the Constitutional Court is to “secure the supremacy of the Constitution, constitutional legitimacy and protection of constitutional human rights and freedoms”. It is remarkable that the decision once has been made by the Constitutional Court “is final and not subject to appeal or review”. Constitutional Court’s activities “are regulated by the Organic Law of Georgia on Constitutional Court of Georgia dated with

January 31, 1996 and the Law of Georgia on Constitutional Procedures is dated with March 21, 1996”.

1.5.4.4. Political Parties

The very first political parties within the Georgian political landscape have been appeared approximately in early 20th century. At the given period country has been occupied by Russian empire therefore was not granted even with the administrative status. During the period of Russian occupation country had none of the local representative bodies. Constituently at the given period Georgian political parties mostly “involved in extra-parliamentary activities”.

Before the discussion of political parties it is noteworthy to give the brief information about the predecessors of political parties in Georgia. Regarding to the scholars “the creation of political parties in Georgia was preceded by the development of groups (today so-called civil society groups, through nobody used that language at the time) promoting different social and cultural agendas namely this groups emerged in the second half of the 19th century and their members came mostly from the educated strata: nobility with university education, schoolteachers, clerks working for the Tsar’s administration and these groups were formed mainly around the newspapers and journals in which their agendas were promoted” (Nodia & Scholtbach, 2006:91). Political activities of the groups naturally were varying to one another however despite the existing divergence between them “most of these groups were influenced by liberal ideas, inherently opposed the Tsarist authority and saw their greatest priority in educating the Georgian society and focus on national issues in order to preserving Georgian ethno-cultural identity against the assimilation policies of the Russian empire know as so called Russification” (Nodia & Scholtbach, 2006:91). Among the civil society groups the three main groups can be distinguished are as following: “group of Tergdaleuli – consisted with the young Georgians who returned to their homeland after being educated in Russian universities and who became involved in activities aiming at reviving the Georgian culture, the group of so called KhalKhostebi (the Populists)- were inspired by the idea of educating the lower classes and exposing them the progressive ideas and the third group the group of Mesame Dasi (the third Company) the more to the left oriented part of Georgian civil society

which became the immediate predecessor of Georgian social democracy” (Nodia & Scholtbach, 2006:91).

The very first group which organized itself under the political party was the Social Democrats they were first political party founded in 1900. The foundation of this party was followed by the appearance of other political parties within the Georgian political arena. For instance the “the Georgian Revolutionary Socialist Federalist Part” has been established in 1904 and they were focused on “National issues” and the main purpose of the party was to gain the political independence of Georgia literally to attain Georgia’s autonomy. Since the Tsarist regime was overthrow in Russia the new era was started for Georgian political parties. At the given period of time the main purpose of Georgian political parties related to establish and to function the parliamentary republic. Very soon the first Georgian Constituent Assembly has been elected and the Social Democrat party was which won the most of seats in the Assembly. However the very first independence period of Georgian republic did not lasted long and the country was occupied by the “Russian Bolshevik Red Army brought an end to political pluralism in Georgia and since that time Georgia was represented with only one and hegemonic so called Communist party” (Nodia & Scholtbach, 2006:93).

Since the Georgia regained independence the new era has been started for the Georgian political parties. It can be mentioned that “by the end of the 1990s a trend towards greater linkage between political parties and particular social interests started to develop”. The parties were existed focused on different issues for example “the party Industry Will Save Georgia gave priority to promoting business interests, while the Labour Party was considered to be the advocate of the interests of the most vulnerable social groups that did not benefit from market reforms and so on” (Nodia & Scholtbach, 2006:100). Since the 1990, approximately 180 parties have been registered in Georgia. However regarding to some scholars the big amount of political parties does not automatically mean and support the multiparty system. As some scholars assert in general “Georgian elections winning parties tend to reach landslide victories and enjoy comfortable majorities in Parliament without the need to cooperate with other parties”. It is noteworthy that “a number of international donors

and governments have supported and engaged Georgian political parties since the Rose Revolution”(Foresti, Welton & Jijelava, 2010:8).

Constitution of Georgia consist the certain regulations related to the political parties. For instance “the Article 26 of Georgian Constitution recognizes the right to form a political party and take part it its activities and also defines possible reasons for banning a political association”. Regarding to the Article 26.3 “Constitutionally it is forbidden to create the political associations that aim to overthrow or change the constitutional order of Georgia by force, or violate the independence of the country or violate the country’s territorial integrity or advocate war and violence or attempt to induce ethnic, racial, social and national unrest”. It noteworthy to mention that “the constitution of Georgia also stipulates that even in these cases the activities of a political party can be prohibited only by a decision of the Constitutional Court”.

“The Organic Law of Georgia on Political Associations of Citizens” has been adopted in 1997 and the purpose of this law is to define and describe the regulations on political parties in more details. The key moments of this law are as following:

- “The political party is defined as a voluntary association of citizens based on a common worldview and organizational structure;
- The party cannot be created or be active if it aims to overthrow or violently change existing constitutional authorities, undermines the independence or territorial integrity of the country, propagates war or violence, breeds hatred on national, regional, religious or social grounds;
- Creation of regionally based parties is not allowed; parties are registered by Ministry of Justice. In order to registered they need to have at least 1 000 members and a party statute;
- Once party is registered, only the Constitutional Court of Georgia can prohibit its activities;
- Representative party congresses should be held not less than once every four years. The party congress can adopt and amend the party program and statutes and elect the governing bodies of the party. Some governing bodies are specified in the law;

- Parties are entitled to certain financial and other kinds of support from the state. At the same time, private financing is also allowed. This financing is restricted to 30 000 “lari” per year from a private person and 50 000 per year from a legal entity” (Nodia & Scholtbach, 2006:44).

1.6. THE GOVERNMENT OF GEORGIA

The Government of Georgia is a supreme authority of the executive government, which exercises domestic and foreign policy of Georgia. The Government of Georgia implementing their executive authority throughout the Ministries, within the state subordinated institutions which are the parts of their field of governance and as well throughout the state institutions with special purposes. Government of Georgia composed with Prime Minister, Ministries and Ministers of State. The Government is accountable to Parliament of Georgia for its activities.

Within the history of independence Georgia the very first Government was formed in 1918, afterword the announcement of Independence of Georgia on May 26. The National Council of Georgia approved the composition of Government. The very first Government of Georgia included eight Ministers and one Chairman of the Government. The very first Government of Georgia existed until the Russian occupation in 1921. In the Constitution has been adopted in 1995 the Government was not taken into consideration. At the given period until the 2004, the executive power was exercised by the President of Georgia throughout the Ministers.

Regarding to the Constitutional amendments of February 2004 the government model was formed which was headed by the Prime Minister. Therefore through the amendments of the Constitution the position of Prime Minister has been introduced within the government system of Georgia. Since that time up to the present day the Government of Georgia is headed by the Prime Minister. The Government of Georgia and the Government Program are approved by the Parliament of Georgia through the majority voting model. The Prime Minister of Georgia is appointed by the President of Georgia. Within the following paragraphs the competences of the Government and Prime Minister will be discussed in more details. The Government of Georgia

implementing its executive power within the frames established by the law and Constitution of Georgia.

The competences of the Government and Prime Minister are defined by Constitution and other normative laws of Georgia and one of them is the “Law of Georgia on the Structure, Authority and Rules of Operation of the Government of

Georgia”. Regarding to this law chapter II Article 5 The main purpose of Government is to coordinate activities of “Ministries, State Sub-department Institutions and Legal Entities of Public Law within system of Ministries, or accountable to the Government or Prime Minister, or/and subjected to the state control”. Accordingly to “Law of Georgia on the Structure, Authority and Rules of Operation of the Government of Georgia” the Chapter II Article 5 some other competences of the Government are as following: Government shall be:

- Approve the regulations of the staff of the Ministries and that of the State Minister;
- Be authorized to annual legal acts of the Ministers and state sub-agencies;
- Approve governmental commissions established form examination of various issues;
- Approve state special programs in the Social, economic, cultural and other fields and ensue their implementation;
- Originate legislative initiatives and elaborate a governmental program;
- Participate in elaboration and implementation of the economic policy in accordance with the Constitution of Georgia, other legislative acts and Decrees of the President of Georgia” and etc.

Competences of Prime Minister are also defined by the “Law of Georgia on the Structure, Authority and Rules of Operation of the Government of Georgia” the Chapter IV Article 8. The some of the competences of Prime Minister defined by this law are as following: the Prime Minister shall:

- a) Direct the Governance, establish the directions of the Government’s activities and organize them on the basis of the Constitution of Georgia, this Law, Decrees of the President of Georgia and other normative acts;

- b) Coordinate and control the activities of the Government members;
- c) Be accountable to the Parliament of Georgia for the activities of Government;
- d) Present to the Parliament of Georgia upon the request of the latter a report on the state of implementation of the government program;
- e) Convene and direct meetings of the Government, signs resolutions and orders of the Government in cases provided for in the Constitution of Georgia;
- f) Coordinate carrying out regional policy and the relations of the Government with the local government and self-government bodies” and etc.

Regarding to the above discussed Law Chapter IV, Article 12 the meeting of the government needed to be held at least once a month according to the Article 7, the meeting shall be chaired by the Prime Minister. Generally meeting of Government is closed and are open only in some cases especially when Government decides to hold the meeting in an open format.

1.6.1. Abkhazian and Ajarian Autonomous Republics of Georgia

Georgia under the Soviet governance included three autonomous territories “in particular two of them were based on ethnicity (the Abkhaz Autonomous Republic and South Ossetia Autonomous Region) while the Ajarian Autonomous Republic was based on religion a unique precedent in the Soviet Union” (Orvelishvili, 2015:308). Georgia regained its independence in 1991 and adopted Constitution of Georgia in 1995. The Constitution of 1995 recognized Autonomous Republics of Abkhazia and Ajara however the status of South Ossetia constitutionally was unclear. During the very first years of Georgian independence ethnic conflicts were emerged within the territories of Abkhazia and South Ossetia and very soon turned into military confrontation.

Since the 1992 the separatist regime has been established on the territory of the Autonomous Republic of Abkhazia therefore existed legitimate government of Abkhazia republic was expelled by the separatist forces, which announced the “independence” of Republic of Abkhazia on July 23. Since 1992, Abkhazia is de facto independent republic of Georgia and regarding to the scholars (Gegeshidze,

2018:13) the “two separatist regions the South Ossetia and the Autonomous Republic of Abkhazia are the subject of unresolved territorial conflicts and even through a permanent solution has never been reached in negotiations between the conflicting parties, international organizations have, according to the author in numerous crisis situations successfully intervened to prevent the resurgence of armed conflicts in Georgia. As it was asserted by authors the war between Georgia and Russia in August 2008 was a dramatic setback because this event destroyed all previous efforts to manage the conflict and re-legitimised violence as a means of conflict resolution” (Gegeshidze, 2018:13).

The government of “Georgia does not recognize the legitimacy of Abkhazia and South Ossetia separate government or current system of governance which implementing by the separatist executive authorities” (Kandelaki, 2015:310). Consequently currently “Autonomous Republic of Ajara is only autonomy under the Georgian jurisdiction” (Kandelaki, 2015:308).

Ajara is the one of the Autonomous Republics of Georgia. The legal status of Ajara is defined by the “Constitutional Law of Georgia, Article 3 (3)”. Regarding to this Law Article 2, “the Autonomous Republic of Ajara is a territorial unit which constitutes an inseparable part of Georgia and which exercises the powers determined by the Law and other powers granted according to the procedure established by this Law and the Autonomous Republic of Ajara public authority is exercised on the basis of principles established by the Constitution of Georgia”. The administrative centre of this Autonomous Republic is Batumi. The competences of the supreme council of Autonomous Republic of Ajara are defined by the “Constitutional Law of Georgia on the Status of the Autonomous Republic of Ajara” Article 10. Regarding to this Law ‘the supreme council of the Autonomous Republic of Ajara is a representative body of the Autonomous Republic of Ajara which within the scope of its authority carries out legislative activities and monitors the activities of the Government of the Autonomous Republic of Ajara, the supreme council is composed of not more than 21 deputies are elected four years terms and the council shall be elected on the bases of universal, equal and direct elections by the secret ballot by the citizens of Georgia residing in the territory of the Autonomous Republic of Ajara”.

According to the “Law of Georgia on the Structure, Authority and Rules of Operation of the Government of Georgia” the Chapter IX Article 28 the “executive power of the Abkhazian and Ajarian Autonomous republics” are defined as following: “1. Agencies of the executive power of the Abkhazian and Ajarian Autonomous Republics are part of the system of the executive power of Georgia; 2. Agencies of the executive power of the Abkhazian and Ajarian Autonomous Republics shall act on the basis of the Constitution of Georgia, the Constitution of the Abkhazian and Ajarian Autonomous Republics, legal acts of Georgia, legal acts of the Abkhazian and Ajarian Autonomous Republics; 3. Agencies of the executive power of the Abkhazian and Ajarian Autonomous Republics shall be established, transformed and terminate activities under the procedure provided for in the Constitution of Georgia, the Constitutions of the Abkhazian and Ajarian Autonomous Republics, legal acts of Georgia, legal acts of the Abkhazian and Ajarian Autonomous Republics”.

1.6.2. The Local Governance

“Tbilisi Berebi” (institution of city elders) can be considered as a first example of self-government in Georgia which was emerged in 1080 and existed until the 1122. Another self-government institution existed within the early Georgia history is so called “Khevisberi institution of elders occurring in the mountainous regions of Georgia” (Kandelaki, 2015:269) and it is noteworthy that the institute of “Khevisberi” is still continuing existence within the mountainous regions of country. During the period (1801-1829) of Russian empire annexation the Georgia has been governed by the military and later by the civil Russian administration.

In 1865, the village assemblies were emerged in Georgia villages. In 1874, the “Satarbiro- elective city council” has been introduced within the following cities of Georgia: “Tbilisi, Kutaisi, Gori, Akhaltsikhe, Poti and Batumi”. Generally local administration staff has been appointed by the representative bodies for instance “the mayor was elected by the city council and the village headman so called Mamasakhlisi was elected by the village assembly” (Losaberidze, 2015:269). As it was said by the authors the local administration functioning of Georgia under the Russian empire governance was more like a “functioning of local branch of the

central government rather than a local self-government body” (Losaberidze, 2015:269) and such a model of functioning existed until the period when Georgia became independent and intended to develop the democratic government model and introduce the actual principles of real self-governance.

In Georgia the very first elections of “local and municipal self-government bodies have been held in 1919” (Losaberidze, 2015:270). However the very first independence years of Georgia were very short-termed and very soon it was again annexed by the Soviet Russia. Under the monopolistic party governance system of Soviet Russia the local self-government bodies in Georgia were existed only formally and the executive power was totally centralized. At the given period there was no legal or Constitutional basis of local government in order to regulate the functioning of self government in the country.

1.6.2.1. The Law on Local Government and Self-Governance

The very first “Law on the Structure and Operation of Executive Power” has been adopted in 1990. Georgia gained independence one more time in 1991 and adopted the Constitution of Georgia in 1995 however the model of administrative-territorial organization of Georgia has not been determined by the Constitution because of territorial disintegration of Georgia since the 1991. Consequently the “system of local government is determined by the Organic law on Local Government and Self-governance has been adopted in October 1997” (Losaberidze, 2015:271). Another Law related to the local government has been adopted in 1999 and intended to regulate the division of “financial and budgetary responsibilities between the central and local government”.

The recent changes within the local self-government laws have been made in 2014. Namely the Parliament of Georgia approved amendment through the “Local Self-Government Code”. Regarding to these amendments the changes observed within the following Laws: “the Organic Law of Georgia in the Local Self-Government; the Law of Georgia on the State Supervision over Activities of Local Authorities; the Law of Georgia on the Capital of Georgia- Tbilisi; the Law of Georgia on the Property of a Self-Government Unit” (TIG, 2014:3). In 2015 Georgia was represented with the 69 self-government units however regarding to the reforms were held the

number of self-government units increased with seven additional cities granted with self-governing status. The status of neighboring villages of these seven cities was changed into municipalities therefore the number of municipalities was increased as well.

Regarding to the amendments 2015, “the direct vote and 50% threshold for electing the Mayor and Gamgebelis (local governor) has been introduced”. In the beginning the “Mayors and Gamgebelis” were elected for three years term however since the 2017 this term was increased to 4 years. It is noteworthy that since the “Gamgebeli/Mayor” positions are directly elected consequently they are the supreme self-government officials alike to Sakrebulo (city council) Chair who always was directly elected therefore was the supreme self-government official. In respect of the villages self-government model regarding to amendments “Gamgebeli will be authorized to appoint in the municipality’s administrative unit a Gamgebeli’s representative- a Village Trustee whose powers will be determined by the Regulations of the municipality Gamgeoba” (TIG, 2014:3).

According to the “Organic Law of Georgia Local Self-Government Code” Chapter 1, Article 2 “a local self-government unit is a municipality and a municipality is a settlement (self-governing city) with administrative boundaries, or an aggregation of settlements (self-governing community) with administrative boundaries and an administrative centre. A municipality shall have elected representative and executive bodies (the Municipal Bodies), a registered population and its own property, budget and revenue. A municipality is an independent legal entity under public law” (Organic Law of Georgia No 4087, 2015).

1.6.3. Public Service of Georgia

The very first “Law on Public Service of Georgia” has been approved by the Parliament of Georgia in 1997 and since that time more than 100 amendments have been made within this Law. In July 2014, Georgia and European Union signed the “Agreement about the Association”. The timetable of EU association along with the several reforms also included the conception of public service reform, adoption of the new regulations on public service and creation and development of transparency in the public service. Therefore since that time the new wave of public service reforms

was introduced throughout the Georgian Public Administration system. The concept of the “Civil Service Reform” was approved with Decree N627 on November 19, 2014 by the Government of Georgia. In order to facilitate the implementation of reform’s concept the Government of Georgia decided to approve the Decree N198 on February 12, 2015. Regarding to this Decree N198 the “Action Plan of the Reform 2015” which will be implemented by the “Civil Service Bureau” (Legal Entity of Public Law) was adopted by the Government of Georgia. Furthermore on November 11, 2015 the new “Law on Public Service” was adopted and this Law came into force on January 1, 2017. The following paragraphs will focus on the changes within the public sector of Georgia and will represent the new regulations on the Laws of “Public Service” and “Public Servants” in particular legal basis of this issue will be reviewed below in more details.

1.6.3.1. State Service and Public Service

As it was mentioned above the very first legal basis of the “Public Service of Georgia” has been emerged in the Constitution and approved by the Parliament of Georgia in 1997. It can be said that the main purpose of the Law was to provide the existence of the legal regulations in order to provide the functioning of the strong and politically free, not influenced “Public Service” in Georgia. Very recent amendments through the “Law of Georgia on Public Service” were made on November 11, 2015 and came into the Force on January 1, 2017. The scope of this Law includes following issues: “the Law determines the status of a public servant, the conditions for the recruitment of qualified officers and performance of service by them and matters of public service administration. It also regulates official legal relations between public servants in the state bodies (institutions), in bodies (institutions) of the autonomous republics and municipalities and in legal entities under public law, unless otherwise provided for by this Law”(Law of Georgia On public Service, Chapter I, Article 2).

Regarding to the new “Law on Public Service” the public service was divided in two categories particularly into “state service” and “public service”. Both of them defined by this Law in the Chapter I, Article 3 and regarding to the definition represented in the Law the “State Service” is “a) service in elected or appointed positions in the state

bodies (institutions) of Georgia and in the bodies (institutions) of the autonomous republics that exercise legislative, executive and judicial authority, state supervision and control, and state defence under the legislation of Georgia; b) state servant is a person holding an elected or appointed position, and whose legal status and powers are defined under the Constitution of Georgia and/or a relevant legislative act”. For instance the Minister is considered to be a “state servant” therefore his/her rights and obligations are determined by the relevant legislations and not by the “Law on Public Service”.

On the other hand regarding to this Law the “public service” is defined as following: “c) public service is performance of public service in municipal bodies (institutions), service in legal entities under the public law (except for service in cultural, educational, scientific, research, sports and religious and membership-based legal entities under the public law and in legal entities under the public law defined by this Law and the Law of Georgia on Legal Entities under the Public Law). Public service includes working in the Administration of the President of Georgia; on the staffs of the advisory bodies of the President of Georgia, the Prime Minister of Georgia and the Government of Georgia; of the National Bank of Georgia; of the State Audit Office of Georgia; of the High Council of Justice of Georgia; in the office of the Public Defender of Georgia; the Office of the Business Ombudsman of Georgia; the Office of the Personal Data Protection Inspector; the Office of the Central Election Commission of Georgia; the Offices of the Supreme Election Commissions of the Autonomous Republic of Abkhazia and the Autonomous Republic Ajara; and in the administration of the state trustees- the Governors” (Law of Georgia On public Service, Chapter I, Article 3).

1.6.3.2. Legal Entities of Public Law (LEPL)

As it was mentioned above along with the other state institutions the “Legal Entities under the Public Law” (LEPL) is one of the representatives of “Georgian Public Service”. The status of “Legal Entities under the Public Law” is determined by the “Law of Georgia on legal Entities under the Public Law”. Regarding to this Law, Chapter I, Article 2 the “Legal Entities under the Public Law is a separate organization from legislative and state government bodies, established under an

appropriate law, an ordinance of the Government of Georgia or an administrative act of a state government body based on Law, which independently carries out political, state, social, educational, cultural and other public activities under the state control; it is also a separate organization from state government bodies, established under a normative act of a supreme executive body of an autonomous republic, which independently carries out social, educational, cultural and other public activities under state control”.

According to the report (Emperingham, 2014:13) there are almost 182 “Legal Entities under the Public Law” and nearly 45 578 public servants are employed within it. The issue on the property of “Legal Entities under the Public Law” is determined by this Law Chapter II, Article 7. As Article 7 defines in order “1) to achieve its intended objectives and exercise its assigned functions, a legal entity under the public law shall be transferred property from the state (by autonomous republic, if established by the supreme executive body of an autonomous republic) or the procedure for forming the property of a legal entity under the public law shall be determined under the act of its establishment; 3) if the property of a LEPL is formed using contributions or membership fees, which amounts and payment procedures must be specified in the act of establishment of the entity”.

The sources of financing defined by this Law Chapter IV, Article 13 are as following: “a) membership fees and contributions; b) directed funds allocated from an appropriated budget; c) income received for fulfilling a state order; d) income received for performing work under the agreement; e) other income permitted by the legislation of Georgia; 3) is a legal entity under the public law is financed from the State Budget, it must be included in a relative budget”. LEPL is accountable to the relevant “State Control Body” and is obliged to submit its financial activities to the corresponding “State Control Body”.

1.7. PUBLIC SERVANT

Regarding to the “Law of Georgia on Public Service” Chapter I, Article 3 “public servant” divided into the three groups the first group represented by so called “qualifies public officer”, the second group consists “person recruited on the basis of

an agreement under the public law” and the third group includes “a person recruited on the basis of an employment agreement”. All of these three categories of public servant are defined in details within the “Law of Georgia on Public Service”.

For instance the first category of the public service determined as following: “e) qualified public officer- a person, who is appointed for an unspecified term to a full-time position of an officer in public service by the State, the autonomous republic, a municipality, or a legal entity under the public law, and who exercises powers under the public law as his/her principal professional activity, which guarantees the protection of public interests by him/her and who receives relevant remuneration and social and legal security guarantees in return”.

The second category of the public service namely “person recruited on the basis of an employment agreement” determined by the Law as following: “f) a person who, for the performance of public service, is granted powers to fulfill support or non-permanent tasks in a public institution on the basis of an employment agreement”.

The third category defined as “person recruited the basis of an agreement under public law” is “a person who provides support to a state-political official for exercise by the state-political official of his/her powers by giving industry/sector- specific advice, rendering intellectual and technical assistance and/or performing organizational and managerial functions and who does not occupy a position provided for by this Law for an officer or a person recruited on the basis of an employment agreement”.

1.7.1. The State Servant

In its term the “state servants” are categorized into “state-political official and political official”. According to this Law Chapter I, Article 3, the term “h) state-political official” includes: “the President of Georgia, Members of Parliament of Georgia, the Prime Minister and other members of the Government of Georgia and their deputies, members of the Supreme Representative Bodies of the Autonomous Republic of Abkhazia and the Autonomous Republic of Ajara, members of the Governments of the Autonomous Republic of Abkhazia and the Autonomous Republic of Ajara and their deputies”. On the other hand the second category the

“political official consists: “i) a state trustee- a Governor and his/her deputy, an official of a municipal Sakrebulo (municipal assembly), municipal Gamgebeli (head of local administration)/ mayor, a deputy Gamgebeli/mayor”.

1.7.1.1. Classification of Officer’s Positions

Regarding to the “Law of Georgia on Public Service” Chapter IV, Article 25, the positions of the Officers are defined into 4 categories are as following:

- a) Rank I- top management level,
- b) Rank II- middle management level,
- c) Rank III- senior specialist level,
- d) Rank IV- junior specialist level

Granting the Officer with one of these Ranks is depends on following appropriate factors: “a) Responsibility; b) The level of complexity of duties; c) Competences; d) Required qualification; e) Work experience”. In addition to these Ranks officer can be “assigned an officer’s class according to the evaluation results and the length of service”. Regarding to the “Law of Georgia on Public Service” Chapter IV, Article 26, the whole amount of the officer classes are twelve and accordingly to this law “an officer who has been assigned an officer’s class shall be paid a salary increment a determined by this law” and if officer is assigned an officer class “the assigned officer’s class may not be removed”.

The rights and obligations of officers are determined by “Law of Georgia on Public Service” Chapter VII. According to this Law Chapter VII, Article 56: “officers shall have the right to enjoy safe working conditions and receive the organizational and technical means necessary to perform their official functions and public institutions shall ensure equal and fair treatment of officers in connection with issues related to human resources management, career promotion, remuneration and legal protection”. Chapter VII of this Law also regulates such issues are as following: “Article 57- remuneration system of officers; Article 58- salary increment; Article 59- incentives; Article 60- work time and rest time; Article 61- overtime work and part-time work; Article 62- leaves; Article 63- leave for the purpose of professional development;

Article 64- maternity and adoption leaves and etc. Article 72, determines the “performance of official duties and obligations to observe the requirement of legal acts”, according to this Article: “officers shall observe the principles of public service defined in this Law and refrain from such actions that may prejudice the reputation of public service”. The following Articles of this Chapter refers to these obligations: “Article 73- obligation to executive orders; Article 74- obligation to observe the principle of transparency and openness; Article 75- obligation to protect secret information; Article 76- exercising official powers in an economically efficient and effective manner and etc.

The basic requirements for the officer’s appointment are determined by the “Law of Georgia on Public Service” Chapter V, Article 27 regarding to this Law: “any legally competent citizen of Georgia may be recruited as an officer if he/she a) knows the official language; b) has attained the age of 18; c) holds an officer’s certificate provided for by this Law”. On the other hand the person shall not be recruited if “ a) he/she has a previous conviction for committing an intentional crime; b) he/she has been dismissed from public service for disciplinary misconduct and one year has not expired form the dismissal of the officer for the disciplinary misconduct; c) at the time of recruitment for public, he/she fails to submit a drug test certificate, the form of which is established by the legislation of Georgia or the submitted drug test certificate proves the use of drugs by him/her and etc.

CHAPTER 2

E-GOVERNMENT- THEORETICAL FRAMEWORK

The Middle 20th century is notable with the first computer invention then after a while over the 1990s internet was emerged and they were both used together in public and in private sector as well (Demirhan, 2011: 16). Initially scholarly contributions through the ICTs in public administration were not frequent. However academic interest through the effects and impacts of “information and communications technologies” in government developed in the early 1950s.

Scholars and researchers in the field of public management research were interested in modernizing and rethinking of public administration. Therefore uses of ICTs were implied as a purpose of modernization of public administration and the relationship between technology and administration has been started. Over the years ICTs were considered as affective enablers for organizational change and institutional improvement. More recently the use of technology in government and the effects that information and communication technologies have on public administration are analyzed in detail by the scholars (Scholl: 2017, 1).

Since the 1980s while personal computer use was widespread each of the public administrator were provided with a personal information technology system (Yildiz 2007: 645). According to researchers and scholars while in 20th century interest and scholarly contributions through the ICTs in public administration were so rare (Scholl: 2017, 1) however currently almost all aspects of government activities involve the use of ICTs (OECD, 2003: 62).

2.1. HISTORY OF E-GOVERNMENT EMERGENCE IN PUBLIC ADMINISTRATION

There are several factors in order to explain an emergence and popularity of e-government. This emergence can be explained by the administrative trends and reforms and apart from these by the factors of so called e-commerce and later e-business. Until the 1970s the notion of bureaucracy was commonly considered as an

uncontested organizational model during the policy implementing having said that from 1980s the critics of this approach argued that bureaucracy was no longer able to response efficiency, responsiveness and citizen's needs. The idea of reinvention or reform of public administration was appeared notably in OECD countries in order to make government more customer-oriented and more responsive. In order to achieve more customer-centric and market-like government many of the reforms were implemented by the name of New Public Management. However since 1990s Information and Communication Technologies begins to come on scene (Homburg, 2008:88) and the appearance of the ICTs into bureaucracies was assessed by some scholars as an invention of the technology into complicated political environment (Reddick, 2012:117). Regarding to some policy makers ICTs was considered as a real enabler to actually realize and implement the concept of administrative reform and New Public Management (Homburg, 2008:88). Furthermore e-government was considered as a merger of some core values from traditional bureaucracy theory and from new public management and in some case it was seen as a synthesis of these two core management values (Reddick, 2012:121). Despite the administrative reform and tends the innovative business visions namely e-commerce can be considered as one more factor to explain e-government appearance. E-commerce was the model where the services were distributed electronically and this idea was embraced in the public sector as well (Homburg, 2008:89). Digital government as it was called at the beginning has been around since the 1950s and in the 1980s e-government begins to come on scene (Garson, 2006:20, 24). Regarding to the Homburg (2008:105) origins and emergence of the e-government can be found in some motives are as follows: citizen-oriented public administration, efficient, transparent, cost-cutting and one more very essential aspect is to bring citizens more closer to their governments therefore provide democracy and close the gap between the government and citizens.

In the scholarly literature of this field it is often stated that information and communication technologies has a potential to provide improvement of transparency, accountability, responsiveness, efficiency and effectiveness in the public administration (Belanger and Carter 2008: 165). The term e-government emerged in public administration and it covers all of above mentioned functions provided by ICT (Yildiz 2007: 650). To couple together two terms such as "electronic" and

“government” witnessed creation of the label of “electronic government”. Another term used as an equivalent of “electronic government” is “digital government” (Scholl: 2017, 1). The term e-government itself is not universally used (OECD, 2003: 63) but there are several definitions. Frequently appearing e-government definitions will be presented below. Within the second section of research the theoretical framework of e-government will be discussed according to researchers and scholar of this study.

2.2. E-GOVERNMENT DEFINITIONS

The current part of this research encompasses discussions and overviews of existing publications, studies and approaches through the term e-government. As it was noted earlier there is not universal definition of e-government but several ones. In order to better understanding what e-government is about this part of research will focus on scholars and researchers findings through the term e-government, and will present several definitions of e-government indicated in the scholarly literature. One of the suggested by the Heeks (2008), according to him “e-government is the use of information and communication technologies (ICTs) to improve the activities of public sector organizations.” According to another definition proposed by Silcock (2008: 88) “simply stated, e-government is the use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees”. As Silcock (2008:88) pointed out “e-government is able to create a new model of public service, as he mentioned this kind of new model will provide public organizations to deliver modernized, integrated and seamless services to their citizens”. Another definition is suggested by the Al-Hashmi and Darem (2008:152) as he claims e-government is not only about the utilization of computers by the government officials also it is not simply a matter of focusing on technological solutions. But technology is a tool for “e-government in order to bring better effectiveness, promote transparency and encourage civic participation in the political processes” (Al-Hashmi and Darem, 2008:152).

OECD report has already presented definition of e-government. The OECD report (2003) marks that utilization of the information and communication technologies across the government are becoming a vital aspect for governments of almost all

OECD member countries. Governments accepted to use internet and internet based technologies in order to become more customer-centric, responsive and also provide accessibility, accountability, efficiency and effectiveness in their governments (OECD, 2003:62). OECD report defines e-government existing definitions in three groups and the term is definition in the context of the OECD research as well. According to report (OECD, 2003:63) in the first group e-government are defined “as an internet and internet based activity which is responsible to provide service delivery over the internet”. The definition offered by the second group identifies “e-government as the use of information and communication technologies in government, while the above mentioned first definition focus on service delivery in this case focus is moving toward the all activities of government” (OECD, 2003:63). Another definition defines that “e-government is a capacity to transform public administration towered the information and communication technologies”. As it was noted earlier along with the other definitions in the context of the OECD research “e-government is defined as the tool for achieving better government and reinforcing good governance via the internet and information and communication technologies (ICTs)” (OECD, 2003:63). The internet and internet based technologies give opportunities to governments to do their job in better way hence governments are focusing on it, having said that “it is mentionable that e-government is not simply a matter of internet use and online service delivery, but the benefits of e-government can be defined in the broadest sense” (OECD, 2003:64). According to UN study (2016:2) “e-government is a tool in order to make easier interaction of people with their government and governments are able deliver information and services to citizens via the internet and world-wide-web” (UN, 2001:1). As it was noted in the UN study (2016:2) e-government has already made some progress toward the public service delivery in the contexts of integration and now it has a potential to provide policy integration and promote the efforts of government institutions in order to work more closely together.

There is one more definition through the e-government approach presented by the Commission of the European Communities (2003:4). According to this research (Commission of the European Communities, 2003:4) “in order to improve efficiency, productivity and quality of public services, public policies and democratic processes

public administrations can use information and communication technologies (ICTs)". Despite to earlier noted researchers according to the Commission of the European Communities (2003) in order to cope with many challenges public administration has in the context of productivity, transparency and accountability the focus should not be only on ICT itself however it is necessary to emphasize that "the use of information and communication technologies (ICTs) better to be combined with the organizational change and new skills". According to study along with the better service delivery e-government has opportunity to provide the productivity, improved transparency and accountability and as a result realise a more efficient administration (Commission of the European Communities, 2003:7).

Likewise the previous researches the approach presented by the Fang (2002:1) claims that emerging with e-government new digital era has started in the study of public administration. Governments worldwide are faced with challenges caused by the transformation and while they have to cope with many of them the best solution is ICTs. In his research Fang (2002:1) defines "e-government as tool for governments to use especially internet based information and communication technologies in order to provide citizens and businesses with cost-effective, improved and higher quality services". Via the internet based technologies governments have opportunity to encourage and supply better relationship with citizens and businesses in order to bring both of them closer to governments. The research by the Haldenwang (2003:1) defines e-government as an instrument to promote good governance. Likewise the above presented researchers Haldenwang (2003:1) consider that "e-government is able to strengthen efficiency, provide productivity, in order to improve public services, political participation and transparency through the government institutions". Regarding to author (Haldenwang, 2003:1) it is necessary to emphasize that the potentials information and communication technologies (ICTs) has is not always so easy to implement in practice. Therefore for the best implementation the both customer and target-group demand along with the internal administrative cooperation and networking challenges should be taken in account in comprehensive concept of the reform. "E-government is about the planned and coordinated use of information and communication technologies (ICTs) in order to reinforce the core functions of public institutions" (Haldenwang, 2003:2). Likewise to studies shown

above according to West (2007:8) e-government “is frequently presumed to be mobilizing force behind the closer relationships between the governments and citizens”. It is remarkable that nevertheless the type of political system e-government implementing country has, respective countries have opportunity benefit from the features are responsible to provide better communication between the governments and their citizens (West, 2007:8). Furthermore Gartner Group in its report (2000) defines e-government as “the continuous optimization of service delivery, constituency participation, and governance by transforming internal and external relationships through technology, internet and new media” (Seifert, 2009:4). Regarding to Seifert (2009:4) while there is not universal definition of term e-government generally “it can be defined as the utilization of information and technology in order to modernize and facilitate activities of government”. In his research Seifert (2009:4) devoted his attention to the fact that in some cases respective countries implementing similar e-government achieving different outcomes. According to research (Seifert, 2009:4) along with the key activities and promises e-government covers itself respective countries pay their attentions to other potentials the term provides. For instance in some cases attention can be devoted to the ability of e-government to make governments more responsive to their citizens needs or move the focus towarded the administrative reform in order to accelerate decentralized administration (Seifert, 2009:4).

2.3. TYPES OF E-GOVERNMENT IMPLEMENTATION

Within the scholarly literature so called Types of e-government or in some studies identified as Sectors of e-government receiving a significant amount of attention, partly for the essential aspect it contain in order to provide closer relationship between citizen and government and businesses to government. There are several scholarly studies and researches identifying and offering types, models or sectors of e-government. According to some studies the services provided by e-government vary regarding to user's needs and as a consequence of this diversity different type of e-government were developed by the scholars. It is remarkable that there are several types of e-government partnerships proposed by the scholars, for instance Fang (2002:4) in his research claims that “likewise to e-commerce which provides

businesses to transact to each other more efficiently (B2B) as well as bringing customers closer to businesses (B2C), e-government intends to allow interaction between the government and citizens (G2C), government and business (G2B) and government to government (G2G)". Within the e-government scholarly literature significant attention has been devoted to the objectives of e-government distinguished by some scholars. In his studies Fang (2002:9) and Bachus (2001:3) defined two objectives of e-government namely the "Internal partnership" and the "External partnership". Regarding to researchers while an internal partnership encompasses administration, political, civil services as well as parliament and judiciary functions the external one incorporate central, state, provincial or local functionality (Fang, 2002:9).

Regarding to the Fang (2002:7) "types of e-government are classified into eight categories encompasses interactions between the:

- Government to Citizen (G2C)
- Citizen to Government (C2G)
- Government to Business (G2B)
- Business to Government (B2G)
- Government to Employee (G2E)
- Government to Government (G2G)
- Government to Nonprofits (G2N)
- Nonprofits to Government (N2G)

According to some observers government "identifies and drives implementation of four types of e-government hence classifying e-government functions into four main categories, are as follows: Government to Citizen (G2C), Government to Business (G2B), Government to Government (G2G) and Government to Employee (G2E), however it is fair to say that in much e-government studies researchers don't deal with the Government to Employee (G2E) sector as a separate one but as an internal part of the Government to Government (G2G) sector" (Alshehri and Drew, 2010:37). While there are several models of e-government types developed and suggested by the scholars having said that "there are three main target groups distinguished in e-

government concepts and commonly accepted”. In this regard this part of the research will focus on “e-government three main types are:

- Government to Citizen (G2C)
- Government to Business (G2B)
- Government to Government (G2G)

Hence in the following paragraphs these types will be discussed in details.

2.3.1. Government to Citizen (G2C)

Based on corresponding research (Alshehri and Drew, 2010:36) the focus of G2C model is customer centric and this application encompasses the majority of government services, as it deals with the relationship between the government and citizen and has been designed “in order to provide citizens access to government information and services”. Via the use of multiple channels and websites government making information and services more accessible for their citizens hence providing facilitated interaction between the government and citizen (Fang, 2002:7).

According to research (Alshehri and Drew, 2010:36) the main aim of Government to Citizen (G2C) model is supply electronic services access based on “one-stop shop” model, regarding to this model all services and functions across the government levels are integrated and presented within the single portal in order to enable citizens to access any kind of services they need at any given time no matter which agencies suggest them. For the purpose of some observers another essential aspect is updating information presented via the websites and improving government websites in order to supply dynamic, specialized and frequently updated information.

In addition during the e-government implementing “communication between the government and citizens is continuously and as a consequence the accountability, democracy and improvements of public services can be accomplished” (Alshehri and Drew, 2010:36). Regarding to some observers (Seifert, 2003:9) in the future citizen’s interest in Government to Citizen and demands will increase significantly.

2.3.2. Government to Business (G2B)

Another important entity with which governments interact is business. Therefore following paragraph will focus on Government to Business interaction model and will present discussions illustrated in related studies. Wirtz and Daiser (2015:154) assert that at the first glance the services of e-government are alike to each other at any entity with which government interact, however in some cases there are essential differences between the “Government to Citizen” and “Government to Business” e-government services due to some kind of services can only be used by one of two, citizens or businesses. For instance services like an online birth or marriage registration or e-election can be useful only for individuals on the other hand many services have alike functions similar to services in government to citizen model (Wirtz and Daiser, 2015:155), due to the fact that G2B is as useful as the G2C system in order to encourage efficiency and improve the quality of communication and transaction and provide transparency as well (Alshehri and Drew, 2010:36).

Observers (Alshehri and Drew, 2010:36) argue that during the interaction between the government and businesses several services are exchanged for instance distribution of memos, regulations, renewing licenses, business registering, downloading application forms and others. The previously mentioned services and many others offered within the G2B transactions benefits with the essential efficiencies to both government and business. As it was underlined by the Seifert (2003:6) in addition Government to Business model deal with e-procurement and auctioning of government surpluses. Improved procurement practices and developing online based marketplace for government purchases where the information and goods are exchanged providing dynamic nature of commercial activities and supplying reduction of transaction costs (Alshehri and Drew, 2010:36).

Regarding to above mentioned observers the interest and demands are increasing through the e-procurement due to the cost cutting and more efficient procurement supplied by the G2B sector. Substitution of routine business activities with the online based services supplies the possibilities for companies to facilitate regulatory processes, cut within red tape and carry out some kind of operations in a facilitated

way through the electronic filing at any given time without visiting government offices and benefit from online based services.

2.3.3. Government to Government (G2G)

Seifert (2003:4) asserts that Government to Government type is backbone of e-government therefore in order to supply successful transaction among government to citizen and to business in the first instance governments should focus on updating their own so called internal systems and procedures and enhancing interaction between Government to Government. Regarding to Alshehri and Drew (2010:36) Government to Government sector deal with the online based interaction take place between the government organizations, departments, agencies, ministries and its employees as well.

The main aim of G2G sector is to facilitate sharing databases and conducting online transactions in order to provide online communication between government actors and as a consequence supply efficiency and efficacy of overall government operations (Seifert, 2003:4). Regarding to above mentioned authors the Government to Government sector gives governments possibility to facilitate and enhance inter-government organizational processes within the streamlined cooperation and coordination.

Regarding to some related scholarly literature Government to Government interaction model encompass the both “intra-agency” and “inter-agency” electronic exchanges “as at the federal level also at the federal, state and local levels”. The Government to Government category of e-government cover exchanges within various branches of government and the vital aim is to support horizontal and vertical integration between the government and its various branches. Government to government “initiatives within this domain deal with the improving the speed and consistency of transaction between governmental actors” along these reduce the time employees need to spend on tasks and as a consequence enable governmental actors to work more easily together within the facilitated databases sharing, enhanced efficiency and effectiveness of process in order to serve their citizens in better way.

2.4. E-GOVERNMENT DEVELOPMENT MODELS

Regarding to Jayashree and Marthandan (2010:2206) it is remarkable that in order to transform into e-government just one process or single project is not enough furthermore “it is evolutionary in its nature therefore involving numerous stages or models of development”. Researchers and academia offered various types of e-government development models in other words maturity models in order to guide e-government development. For better understanding this part of research will provide several overviews about “the stages and models of e-government” development available in literature. For instance Gartner Group (Baum and Di Maio, 2000) suggested “four stage models of e-government development”, Layne and Lee (2001) “four stage models” as well and West (2004) also proposed the “four stage model” while the “five stage model of e-government developed” by the Hiller and Belanger (2001) and when it comes to organizations the World Bank and UN as well developed their maturity models. In the following these so called maturity models of e-government development will be discussed in detail.

2.4.1. Gartner Group 4 Stage Development Model

As it was noted previously Gartner group (2000) expended an e-government development model with four stages. This model involves the initial stage so called “Web presence“ at this stage Web site is static therefore only basic information are posted and accessible for citizens (Al-Khatip, 2009:5). The second stage of this four stage model refers to “Interaction”, regarding to Gartner group (2000) at this stage citizens have opportunity to contact with their agencies within web sites in order to contact they can use e-mail or do some kind of self-services such as an engines search or documents downloads (Jayashree and Marthandan, 2010:2207). At the third stage- “Transaction” developed by Gartner group (2000) citizens and businesses are able to conduct complete transaction online (Siau and Long, 2004:2). In the fourth and last stage of this model all of the government operational processes are transformed by the governments “in order to supply integrated, unified and personalized services” (Fath-Allah, Cheikhi, Al-Qutaish, Idri, 2014:74). “The transformation phase is seen as at the regional at the national levels as well, including integration between the

internal and external applications to supply full communication among the governmental offices and non-governmental organizations” (Al-Khatib, 2009:5).

2.4.2. Layne and Lee’s 4 Stages Development Model

Another important finding about the e-government development stages is proposed by the Layne and Lee (2001). Regarding to Fath-Allah, Cheikhi, Al-Qutaish, Idri (2014:72) “the four stages model of e-government proposed by the Layne and Lee (2001:123) are based on observations and experience on e-government initiatives in USA”.

Concerning “e-government as an evolutionary phenomenon” authors developed four-stage model (Jayashree and Marthandan, 2010:2207). So called four stage model involves these following stages: “cataloguing, transaction, vertical integration and horizontal integration” for better understanding the full description on this model will be given below. The very first Catalogue stage refers to delivery of some static or basic information via the web sites in other words at this phase public authority is presented on the web (Fath-Allah, Cheikhi, Al-Qutaish, Idri, 2014:72). This stage initiates the “cataloguing of government information and presenting it on the web”. According to the Layne and Lee (2001:126) the first stage propose citizens more effective and simplified alternative way to obtain government information, therefore instead of going to the specific locations, waiting in line and wasting time citizens are enabled to access government information via the web. The second and so called transaction stage signifying transaction between the government and their citizens in order to empower citizens to do some simple online transactions. According to the Layne and Lee (2001:127) since the stage catalogue enabled citizens to access government information on line citizen’s demands toward their government were increased. The second stage-transaction change the attitude of interaction between the citizen and government, while the first stage gives citizens opportunity of finding government information on-line the second stage “changing the way people interact with their government”. At this stage citizens are able to fulfill some kind of forms on-line the transaction stage is important from the viewpoint of government as well this stage is good example for two-way communication (Layne and Lee, 2001:128).

The third stage is called vertical integration according to Layne and Lee (2001:130) at this stage the focus moves on integration of government similar functions and jurisdictions at different levels while the fourth stage of development so called horizontal integration initiates “integration of different functions from separate systems” in order to supply their citizens and customers with seamless and unified services. At the third stage the focus moves on matter of connection among the government agencies, regarding to authors (Layne & Lee, 2001:130) no databases are shared by these agencies furthermore usually they are not even connected or “at least communicated to other governmental agencies as at the same level at the federal or local level as well”. As the above mentioned authors underlined expectation toward the third stage is to provide connection and communication among the systems of federal, state and local counterparts. It is mentioned by the authors (Layne & Lee, 2001:131) that horizontal integration intends to make systems integrated not only the similar but within the different functions and provide citizens with the e-portals are real one stop shops for customers (Fath-Allah, Cheikhi, Al-Qutaish & Idri, 2014:72).

2.4.3. West’s Four Stage Development Model

While the previous paragraph presented description of “Layne and Lee’s (2001) four stage model” the upcoming paragraph will focus on e-government development model suggested by West (2004). So called maturity model for e-government developed by the West (2004:17) include four stages of transformation, regarding to author this stages are able to differentiate where the government agencies are on the road during the transformation. The so called model proposed by the above mentioned author implies following stages: “Billboard stage, the Partial service-delivery, Full integrated service delivery and the fourth and final stage Interactive democracy with public outreach and accountability”. The full description of this model will be presented below. Regarding to West (2004:17) the very first Billboard stage extends capability to display information in order to post reports, publications and offer data bases for viewing by citizens. According West (2004:17) to at the first stage visitors are able to access and consume the various types of information displayed on the website. The second stage enables users to sort, access and search informational data bases and on-line services are set by the government as well. The

third stage by the author is defined as “a one-stop government portal including fully executable and integrated online services”. At this stage one stop centre is created where the all agencies are accessed and integrated to each other in order to enhance user ability to find information and services (West, 2004:17). At the last stage of this model government websites develops into a system wide political transformation besides “the integrated and fully executable online services government sites” suggest opportunity for “web site personalization” to enable citizens to personalize web sites in order to customize information delivery, make comments and contribute feedback (West, 2004:17).

2.4.4. Hiller and Belanger’s Five Stage Development Model

Different from the above discussed four stages development models of e-government following paragraph will presents a description of e-government five stages maturity model defined by the Hiller and Belanger (2001). “The five stages development model” suggested by the above mentioned authors containing; “Information, Two-way communication, Transaction, Integration and Political participation”. All the mentioned stages regarding to the authors will be discussed above in detail. According to the authors (Hiller & Belanger, 2001:15) “the most basic stage of e-government” development is so called Information stage where the government agencies are posting information on the government websites. As it was underlined by the Hiller and Belanger (2001:15) at the very first stage it is essential that posted information to be available, updated and accurate. The following stage is defined as Two-way communication accordingly to authors referring stage enables citizens to interact with their government’s agencies in simple requests via the mail. Transaction is according to Hiller and Belanger (2001:15) “the third form of e-government” at this stage citizens are enabled to interact with the government agencies in order to conduct transactions completely online including renewing of licenses, online tax-filing and paying fines. Regarding to the authors the stage four extend capability of integration among the government services. The integration is capable with a single portal enables users to access services at one place with no matter which agencies that actually offers them (Hiller & Belanger, 2001:15). The stage five developed by the authors is defined as Participation where the online voting, online registration or

comments online posting are accomplished. As it was underlined by the Hiller and Belanger (2001:16) this last stage can be also considered as the subset of the second Two-way communication stage however they decided to define it as separate stage in accounting of its political feature.

The previous paragraphs intended to demonstrate and present the development stages of e-government available in literature suggested and developed by the researchers shown above. However in the upcoming paragraphs attention will be devoted to the studies provided by the organizations such as a World Bank and UN. In this context the e-government development model suggested by the World Bank and UN will be discussed in detail.

2.4.5. World Bank's Three Stage Development Model

Based on research suggested by the World Bank (2002:3) "e-government is not simply a matter of providing government agencies with computers and automating old practices". Supplying government effectiveness, making government more easily accessible and promoting civic participation cannot be accomplished with a single way only focusing on technological solution. In order to build e-government and provide all previously mentioned aspect governments have different strategies and while they have their own plans this study (World Bank, 2002:3) intends to develop three stages model of e-government to help policymakers in creating their plans for e-government implementation.

The three phases model of e-government developed by the World Bank (2002:3) including stages of Publish, Interact and Transact as it was underlined at the research these stages are not depended on each other in other words in order to begin another phase nor one phase is needed to be completed. The most basic form of e-government is Publishing this phase offers citizens to access the huge volumes of information beginning with regulations, rules, forms and document generated and disseminated by the government agencies through website (World Bank, 2002:3). Regarding to the research (World Bank, 2002:3) the second phase so called Interaction providing government agencies to allow individuals interact with government in order to supply two-way communications consequently websites are strengthened with the interactive competence such as an email or feedback forms. As

it was mentioned in the research proposed by the World Bank (2002:3) this stage is important also, from the viewpoint of public trust while the “enhancing civic engagement contributes to building public trust in government”. According to the World Bank study (2002:4) the third and final phase of e-government development process refers to Transaction at this stage individuals are allowed by the government agencies to conduct transaction online via the websites created by the government.

While previous paragraphs presented description of three stages model of e-government proposed by the World Bank (2002) following paragraph will discuss the UN’s five stages model (2001) based on corresponding research. United Nation in its survey (2001:12) presented five stages development model of e-government with the focuses on based public service delivery. These stages containing following phases: “Emerging web presence, Enhanced web presence, Interactive web presence, Transactional web presence and Networked or fully integrated web presence” (ECEG, 2015:40).

2.4.6. UN’s Five Stage Development Model

Regarding to the five stages model developed by the United Nation survey (2001:13) the most basic form of e-government is Emerging presence at this phase government websites are able to provide mostly basic and limited static organizational or political information. The second stage regarding to United Nation survey (2001:13) defined as Enhanced presence at this stage government websites are more improved by the government in-terms of supplying more dynamic, specialized and frequently updated information and making them easily accessible to user. The following and third stage is Interactive presence where individuals are able to interact with the government and they are provided with online services like a downloading forms for applications or searching databases as it was underlined at the UN’s survey (2001:14) the content and information is certainly frequently updated. The fourth stage so called Transactional presence extends capability of complete and secure transactions, government is going further by creating websites supplying two-way communication between the citizen and government in order to allow individuals conduct transactions online including obtaining visas, passports, licenses or paying taxes (UN, 2001:14). The fifth and last stage of this model proposed by the UN’s survey (2001:14) is Seamless or fully

integrated presence which intends ability of immediately access any kind of service in a “unified package” where all e-government service dimensions are integrated and accessible for users at any given time.

2.5. BENEFITS AND CHALLENGES OF E-GOVERNMENT

Worldwide Governments were frequently presumed as a massive bureaucratic machines operated at high cost, with an inefficient delivering system and avoiding aspect of accountability. However over the past two decades significant attention has been devoted to the transformation of government processes, “reinvent the government” or as it was pointed out by some scholars to create the “new public management” in order to supply “working better” government (Yong & Koon, 2004:7). There were several initiatives proposed by the scholars however the basic point was alike to make government more effective and efficient during the policy making and implementing and along these encourage government in order to become more responsive to the public and more transparent in the way in which it makes decisions. The ways have been chosen by the countries in order to implement public sector reforms were different however New Public Management trend was more commonly considered as a tool to replace traditional rule-based public sector organization with the market-based, more efficient, effective and therefore more like the private sector entity (Yong & Koon, 2004:8). Some studies have shown that underlying ideas of government reform encompassed were: Market Alignment implies idea to make public sector more private entity alike, Productivity Enhancement, Service Orientation refers to make government more “customer-centric” through reinventing their service delivery system, Decentralisation intended to replace tightly integrated ministerial departments with the agency model, Separation of Policymaking and service Delivery, and the final aspect is Accountability.

Osborne asserts that the primary purpose of reinventing government is not about the change in political system but it is about fundamental transformation of public system and organizations in order to provide considerable increases in their efficiency, effectiveness and ability to innovate (Osborne & Plastrik, 1997: 10, 13-14). Osborne

and Gaebler (1992) in their research developed and proposed “ten principles of government reinvention are:

- Catalytic Government: Steering Rather than Rowing
- Community-Owned Government: Empowering Rather than Serving
- Competitive government: Injecting Competition into Service Delivery
- Mission-Driven Government: Transforming Rule-Driven Organizations
- Results-Oriented Government: Funding Outcomes, Not Inputs
- Customer-Driven Government: Meeting the Needs of the Customer, Not Bureaucracy
- Enterprising Government: Earning Rather than Spending
- Anticipatory Government: Prevention Rather than Cure
- Decentralized Government: From Hierarchy to participation and Teamwork
- Market-Oriented Government: Leveraging Changes through the Market

Regarding to Yong and Koon (2004:10) it is the issue of debates does New Public Management achieved or not the purpose to provide and make government better and more efficient, however scholars argue that in spite of some progress achieved during the reforms there are still lack of an enabler to complete fully effective reforms. Later studies have shown that Information and Communication Technologies can be considered as an enabler to achieve the effective reforms and supply “working better” government (Yong & Koon, 2004:10).

Regarding to some studies proposed by the above presented authors the ultimate goal for governments during the implementing e-government is to promote “good governance” and it is no longer questioned that in order to supply good governance government need to make implementation of “Information and Communication Technologies”. E-government is frequently presumed to be mobilizing force and enabled to assist governments in order to achieve good governance objectives are: transparency, accountability, integrity, effectiveness, efficiency, participation and productivity. According to EC’s report (2003:4) the improved public services, raised productivity, better transparency, improved accountability, reduced times and improved cost-effectiveness can be accomplished and provided within e-government

implementation. To conclude it is clear the implementation of e-government initiatives in to the public administration system has its advantages and challenges. As a consequence countries are implementing e-government in their government systems have several expectations referring to substantial advances. However it could be said that during the e-government related projects implementation process they are facing with some barriers which must be over come and resolved. The advantages or so called benefits of e-government and the challenges of e-government will be described in more depth in the below paragraphs.

2.5.1. Increasing Transparency and Accountability and Strengthening Anti-corruption

Transparency and accountability are one of the essential issues in the public sector. There are several studies and scholars identifying importance of the transparency and trying to answer the question why transparency really matters. Regarding to scholars the concepts of transparency and open government are not a new for governments, furthermore it was existing in different forms for many years. However for the past several years information and communication technologies are only considered as an enabler to bringing truly openness to government dealings. Nowadays government's transparency and accountability by the most government jurisdictions are recognized as an important element to foster democracy. Therefore the great majority of countries have committed to increased transparency in their government systems.

E-government enables public sectors to be more “open and transparent in order to be accountable and understandable to their citizens and be more open to democratic involvement” (EC, 2003:8). “The ultimate goal of e-government is to provide transparency of decision making and democratic involvement as well in all phases of policy development”. E-government has a potential to “increase transparency and accountability of government” (OECD, 2003:81). Before the emergence of “e-government and several electronic systems” in the “public administration” the government works were closed for public and non information from authorities was accessible for citizens.

There is large measure of public interest within the transparency in government institutions (Haldenvang, 2003:2) and while the citizens interaction with their

governments are provided by the use of ICTs and the information regarding every activity of government institutions is easily available the more transparency in the functioning can be insured and consequently corruption is eliminating. Citizen's involvement in the policy process and facilitated information sharing helping providing trust between government and citizen, thereby illustrating transparency and accountability of government (Alshehri & Drew, 2010:37). More transparent, accountable and open government institutions strengthens democracy, furthermore better transparency are able to fight against corruption (EC, 2003:10). According to the OECD report (2003:81) it should be said that one cannot accept the putting services online can automatically increase transparency in the public administration however it is indisputable that improved online information dissemination increases the pressure on government in order to be better transparent.

2.5.2. E-government Helps Improve Efficiency in Government

E-government generally recognized as a “government's use of information and communication technologies” in order to “produce and deliver information and services” and in this view point e-government is considered as an innovation mechanism enabled to get greater levels of efficiency within these processes (Brown, 2007:178).

The second benefit anticipated by some e-government advocates is improved internal operating systems or production efficiency of public institutions (Haldenwang, 2003:1). Regarding to some scholarly literature e-government reforms along with the improved internal and production efficiency have possibility to provide the saving taxpayers money.

According to Seifert (2003:11) the anticipated benefit so called efficiency can take many forms in e-government projects and as some scholars assert there are two ways in order to achieve improved efficiency. The first way refers to automating standardized tasks in other words automating administrative routines along this making easier access to data and public information and facilitating administrative procedures (Haldenwang, 2003:1). Second way to improve efficiency of public institutions refers to reduce costs and layers and lowering transaction costs of organizational processes through the streamlined operating procedures (Seifert,

2003:11). The great efficiency in the labor productivity can be accomplished with a mass transaction and complete conversion of the procedures in order to become more information and communication technology based, however regarding to Haldenwang (2003:1) the following fact needs to be pointed out that even partial conversion for the point of registry or filing data can involve considerable improvements. The concept of the efficiency with an eye to above mentioned factors is one of the essential promised benefits of e-government.

2.5.3. Increasing Citizen Participation and Building Trust

Regarding to Pfiffner (2004:1) the traditional model of public administration characterized with the principles of bureaucracy by Max Weber. So called “Weberian” model of bureaucracy emphasize control from top to bottom in the form of hierarchy and underlines importance of hierarchical control. More commonly considered as major characteristics of traditional model of public administration are: hierarchy, rules, permanence, stability, internal regulations and an institutional civil service (Pfiffner, 2004:2). The 20th century industrialized economies era may have been appropriate for the traditional bureaucratic model which came into being with the industrial revolution and met the demands of industrial era however for the new era the production was still important but only information systems based (Pfiffner, 2004:2). Emergence of information and communication technologies evoked essential impacts on “existing public administration system”. One of the important impacts is easier access of information. Many of the reforms were carried in order to make traditional bureaucracies more market-like mechanism and active orientated toward the citizens.

The ultimate goal of e-government does not only refer to increased efficiency and transparency but also for building new model of government which will be more citizen-centered, service-oriented and public participated. G2C interaction model “is one of the major types of e-government category” and have been designed in order to facilitate citizens involvement and interaction with their government this model deals “with the relationship between government and citizens and the focus is customer centric” (Seifert, 2003:8). Through the G2C model citizens are enabled to “access government information and services and interact with their governments” (Seifert, 2003:8) anywhere at any given time and perform their duties even through different

geographical locations. As it was discussed above one of the significant benefits proposed by e-government proponents is increased citizen partnership or so called participant citizens. Increased citizen partnership considered as valuable tool for building and increasing citizen trust in their government and as a consequence improving citizen evaluation of government generally (Tolbert & Karen, 2006:354). “The ultimate goal of e-government G2C model is to bridge the gap between government and citizen” (Homburg, 2008:150).

2.5.4. Reduced Costs of Government Operations

As it was described in above paragraphs e-government projects are able to benefit government by improving efficiency, increasing transparency, strengthening anti-corruption, increasing citizen participation and building trust. In addition to these benefits there is one more benefit anticipated by some e-government proponents and it is reduced costs or in other words economic benefits of e-government.

Some of the scholars states that strategic implementation of “e-government has opportunity to substantially reduce the amount of time and money that businesses and citizens” have to spend in order to comply with rules and regulations (Alshehri and Drew, 2010:37). “Reducing time spent in bureaucracy, easily accessible information, simplifying delivery of services to citizens, provided interaction among government agencies, business and citizens, opportunity to making transactions easier in a cheaper and convenient way supplies reduction costs of government operations and even increasing government revenue“(Alshehri & Drew, 2010:37). For instance the websites created by the government agencies can be very cost-effective way in case of information exchange and instead of the high cost operating it is very cost-effective way for both for its owner and users. Shifting government transactions online has received significant amount of attention for the potential it has in order to reduce transaction cost and supply companies to carry out operations in more appropriate way easier and faster through electronic filing (Yong & Koon, 2005:14). Thus anticipated economical benefit is very important as a view point of users and owners as it represents a cheaper communication alternative between the government and users. Since the some of the benefits of e-government were discussed the

following paragraphs will focus on discussion of some challenges during the e-government implementation.

2.5.5. Technical Challenges

During the e-government initiatives implementation process in public administration system, organisations face with some technical and infrastructural challenges. Regarding to the Alshehri and Drew (2010:82) “one of the major challenges is lack or weakness of ICT infrastructure and as authors mentioned for a transition to electronic government, an architecture that is a guiding set of principles, models and standards is needed”. In regards to scholarly literature (Alshehri and Drew, 2010:82) “the developing countries during the e-government transition process suffering from the digital divide because they are not able to deploy the appropriate ICT infrastructure for e-government deployment. As it is known an ICT infrastructure consist telecommunications and computer equipments however it should be mentioned that ICT infrastructure does not consists only these ones but also e-readiness and ICT literacy are necessary in order for people to be able to use and benefit from e-government applications”.

In order to provide successful implementation of e-government related initiatives and projects governments have to work hard to supply establishment of modern infrastructure that will provide users with simplifies access opportunities. As a conclusion it can be said that the overcome on infrastructural challenges is very important and noteworthy because the IT infrastructure is one of the major requirement in order to provide accomplished e-government implementation.

2.5.6. Organisational Challenges

It is noteworthy that implementation of e-government is not only matter of technical issues but also an organizational issues. In its turn organizational “challenges consisting following issues: support of top management, resistance to change to electronic ways, collaboration and lack of qualified staff and also lack of training. In order to supply successful implementation of e-government it is necessary to be provided the support from leaders and top management of government” (Alshehri and Drew, 2010:82). Generally the leaders are individuals who are paying considerable

role in the adoption and implementation of e-government related projects and as they are one of the major driving factors in every innovative initiatives therefore the support from high –level is vital for e-government accomplished implementation (Alshehri & Drew, 2010:84).

“The e-government is a new phenomenon in public administration system which in the work place means the transformation from the old paradigm from the traditional public administration to the new one so called new public management system” (Alshehri and Drew, 2010:82). According to the new paradigm the manual methods of works substituted with the electronic ones. Regarding to the scholars this new innovative work model is completely different from the one which has been used for many years in government departments “consequently in some cases it is possible that some employees see the e-government as a threat to their positions and fear losing their works and power but in order to reduce the resistance to e-government systems employees have to understand the importance and significant of e-government and make sure that they will not endanger their jobs but through retraining and skill developments, the employees can be reassigned new roles” (Alshehri & Drew, 2010:84).

As it was mentioned above the lack of the ICT skills is one of the main challenges during the e-government related projects implementation. One of the main driving factors during the e-government implementing process is qualified personnel. Regarding to the Alshehri and Drew (2010:84) “the e-government initiatives and projects can be implemented successfully if qualified personnel are available to take the role of start and develop the e-government system therefore it is vital to focus on training and education programs in order to enhance the progress of e-government related projects”.

2.5.7. Financial Challenges

Regarding to the scholarly literature (Alshehri and Drew, 2010:82) along with the above discussed challenges one of the major “obstacles during the implementing e-government initiatives related to financial issues and in particular the lack of the financial support is generally considered as major challenge in many countries which

are intending to implement e-government system". It is well known that implementation of e-government is expensive therefore it is necessary and "vital to ensure the availability of the existing and expected budgetary resources in order to achieve the e-government related purposes" (Alshehri and Drew, 2010:83). According to the scholars "because of the high cost of implementation and development of computer systems many countries are faces with dilemma of funding e-government programs therefore the main challenge to e-government is the lack of fiancé for capital investment in new technology and as a consequence for many countries across the world implementing e-government on their public administration system the abilities of to place services online and to use technology for democratic outreach are hampered by budget considerations" (Alshehri and Drew, 2010:83).

As the result it can be said that e-government involves multiple stages of development therefore it has several advantages and benefits to all models of governments interaction, has benefit to all branch of government, citizen and business however as it is clear from the above paragraphs that FAe-government implementation along with the benefits also has its barriers and challenges have to be treated very carefully.

CHAPTER 3

EXAMPLES OF TOP FOUR COUNTRIES ACROSS THE WORLD IMPLEMENTING E-GOVERNMENT AND E- GOVERNMENT IN GEORGIA

In the very first “E-Government Survey” (2001:1) proposed by the UN and ASPA e-government is defined as “utilizing the internet and the world-wide-web for delivering government information and service to citizens” according to the same Survey “e-government can include virtually all information and communication technology (ICT) platforms and applications in use by the public sector”. Since that time UN suggested totally ten “E-Government Survey”. Regarding to the tenth “UN E-Government Survey” (2018) the amounts of the countries is implementing e-government projects and using ICTs in their government systems yearly increasing positively across the world. E-Government Development Index 2018 (ECDI) revealed ten top countries are most successful during the implementing e-government within their government systems. These top ten places divided by the countries are as following:

Table 3.1 ECDI (2018) top ten successful countries implementing e-government in government systems.

Country	Index
Denmark	0.9150
Australia	0.9053
Republic of Korea	0.9010
United Kingdom	0.8999
Sweden	0.8882
Finland	0.8815
Singapore	0.8812
New Zealand	0.8806

France	0.8790
Japan	0.8783

These countries are considered as leading ones in e-government development context. The following paragraphs will intend to present the information about e-government development processes within the some of the countries are considered as a leading once.

3.1. E-GOVERNMENT IN DENMARK

Denmark is European country with “Constitutional Parliamentary Monarchy” based on democratic principles. The official name is “the Kingdom of Denmark” and the population of country counts 5 781 190 inhabitants (2018). The capital of Denmark is Copenhagen the official language- Danish and the currency is DKK. The unicameral Parliament of Denmark composed with 179 members who are elected in every four years with the universal direct suffrage. The members of the Parliament are elected as following: “Danes elect 175 members of Folketing (Danish Parliament) while the Greenland and the Faroe Islands each of them have right to elect two members of Parliament in addition therefore the total number of parliament members are elected under the system of proportional representation is 179”. The executive power of the country is represented with the Government of Denmark which is “headed by the Prime Minister who answers to the Parliament and is appointed by the Monarch based on the recommendations from the leaders of political parties” (EC, 2015:2).

Regarding to the scholarly literature Denmark has a long history in case of using Information Technologies within the Public Administration. In 2001, the Government of Denmark made decision to establish “XML Committee” which was responsible to implement “Danish XML Project” in order to “define standards for the description of all relevant data in the public sector, so as to enable data exchange and information system interoperability across the public sector” (EC, 2015:20). Along these the central government and local authorities of the Denmark initiated “Joint E-Government Project and decided to establish the so called Joint Board for the digitization of the public sector”. The first document related to the e-government

implementation within the Danish Public Administration was published in 2002, and named as “E-Government Strategy for the Public Sector in Denmark” this document intended to define the “vision to systematically utilize digital technologies to introduce new ways of thinking and to transform organizations and work processes therefore improve the quality of service and efficiency of Public Sector” (EC, 2015:20). Since that time several e-government projects were announced and launched by the Government of Denmark.

Table 3.2 UN (2018) Denmark e-government development index

Years	2010	2012	2014	2016	2018
E-Government Development Index	0.787 2	0.888 9	0.816 2	0.851 0	0.915 0
World E-Government Development Ranking	7	4	16	9	1

Regarding to the “2018 E-Government Development Index (EGDI) Denmark is the country which ranks highest across the top 10 countries and leading the world in providing government services and information through the Internet” (UN, 2018:90).

Since the 2001 the Government of Denmark developed and adopted so called “E-government Strategies of Denmark” are as following: “The Digital Collaboration 2001-2003” this Strategy on the one hand intended to enable citizens with sending e-mail to their public agencies and on another hand aimed to empower public authorities in order to provide communication via the digital channel, also in the framework of this strategy “the electronic signatures” has been introduced; “Internal Digitalisation and Efficient Payments 2004-2006” was called the Strategy of E-government of Denmark which intended to “secure e-mail between authorities and provide joint government standards and portals”, within the framework of this strategy Government of Denmark introduces following systems: “e-Faktura (e-Invoice), NemKonto (single bank account for government use), Virk.dk (business portal), Sundhed. Dk (health portal), digital document and archive systems”; the e-Government Strategy 2007-2010 published by the Government of Denmark focused

on the “Shared Infrastructure and One Point of Access” the main aspects of this Strategy were “ the mandatory use of shared infrastructure, components and standards, increased cooperation and increased efficiency; within this Strategy the following portals were established: “Border.dk (the citizen portal), NemID (digital signature), NemLong-in (single, sign-on), elndkomst (electronic income registry), Digital Post, NemSMS (SMS service component; the “Danish e-government Strategy 2011-2015 focused on benefit realization, mandatory use of Digital Post and selected e-services, investment in Information technology and digital teaching aids and increasing of digital literacy” (Nielsen & Yasouka, 2015:3).

The government of Denmark launched the “Digital Strategy 2016-2020” in 2016, and since that time implementing e-government projects in order to supply the “building of basis for a strong and secure digital Denmark” (UN, 2018:90). It is noteworthy that Danish Government made “digital government-citizen interactions mandatory without excluding those unable to use digital services” (UN, 2018:90). Regarding to the “Digital Strategy 2016-2020” the digitization is considered as the best way in order to make changes within the public sector and make it more effective and efficient. According to the Strategy the big attention is paid on following issues: “a user-friendly and simple digital public sector; better use of data and quicker case processing; more cohesive welfare services; a better framework for the business community; having an efficient utilities sector; public sector data protection; robust digital infrastructure and digitization for everyone; initiatives such as mandatory Digital Post and mandatory online self-service for individuals and businesses; telemedicine solutions for people with chronic disorders, digital learning tools and availability of public sector data online, free of charge for individuals, businesses and authorities and the need for the public sector to work closely with the business community, stakeholder organizations and others in establishing the foundation for a flexible and adaptive society ready for an ever more digital world” (UN, 2018:141).

Regarding to the statistic researches almost 85% of population of Denmark get interacted with their public administration via the internet and approximately 66% of them using online services in order to accomplish transactions (Nielsen & Yasouka, 2015:3). Regarding to the scholars (Nielsen & Yasouka, 2015:3) the Denmark e-

government case is a good example for the successful implementation of e-government projects within the public administration which made Denmark a leading country in case of digitalization of public sector and making it functioning in more efficient and productive way.

3.2. E-GOVERNMENT IN AUSTRALIA

Federation of Australia with six States was formed as a Commonwealth by the six self-governing colonies of England and “two self-governing territories in addition which have their own constitutions, parliaments, governments and laws however state and territory governments are also based on the same principle of parliamentary government” (aph.gov.au 2018). Regarding to the Constitution of Australia the Federation government power is divided into three following branches: parliament, government and judiciary. The legislative branch the parliament composed with two houses: “House of the Representatives and the Senate” and generally the Laws are adopted must be agreed by both of these houses. The power hold by the both Houses is equal excluding limitations on the “power of the Senate to introduce or directly amend some kinds of financial legislation” (aph.gov.au, 2018). Regarding to the scholars by the constitution the “executive power of Commonwealth is vested in the Queen and is exercisable by the Governor-General as the Queen’s representative however actually the executive power is possessed by the Prime Minister who is the head of the government and Cabinet (senior Ministers presided by the Prime Minister) the Ministers are selected by the Prime Minister and currently the number of them is 30” (aph.gov.au , 2018).

Regarding to the UN recent survey (2018) measuring the both e-government and e-participation index of UN member states Australia has ranked second across the world.

Table 3.3 UN (2018) Australia e-government development index.

Years	2010	2012	2014	2016	2018
E-Government	0.786	0.839	0.8910	0.914	0.905

Development Index	3	0	3	3	3
World E-Government Development Ranking	8	12	2	2	2

Over the recent decade government of Australia did its best in order to implement e-government projects within its public administration system and encourage their governmental agencies to provide the utilization of ICTs in order to develop information management and service delivery. The role of the Government as a guidance of the e-government projects have been implemented within the public sector is also noteworthy.

The scholar generally distinguishes three major purposes of Government of Australia during the implementing e-government projects and they are: “to improve the efficiency of information management practices within and across government agencies and jurisdictions; to deliver fast, timely and appropriate information and services electronically for business and the wider community; and to allow greater opportunities for citizen interaction with government and government processes progressing from more access to full participation in government or e-democracy” (Burgess & Houghton, 2006:84). In addition to the previously mentioned factors during the implementing e-government Australia Government is intending to develop and supply the “seamless, responsive and citizen-focused government for the benefit of all Australians and broader and faster access to integrated, flexible and more customized services” (Burgess & Houghton, 2006:85).

Regarding to the scholars the Australia is a one of the good examples of countries are followers of the best government approaches in order to make their government better working. The first initiative toward using ICTs within the public administration started emerging in Australia since 1993. In 1994 the Government of Australia published the review was called “Networking Australia’s Future recommended a national broadband strategy based on the following element: to improving efficiency through better information management, government agencies would lead in using the network for service delivery o demonstrate the benefits of the new

communications services to the private sector and the wider community” (Burgess & Houghton, 2006:85).

In 2001 the noteworthy steps have been taken by the government in these directions particularly “Prime Minister of Australia committed the federal government to delivering all appropriate services electronically on the Internet (2001), to establishing and developing so called Single Window Access to government information and services in Australia and also establishing electronic payment as the normal means for commonwealth payment by the 2000” (Burgess & Houghton, 2006:86). Since that period of time several projects and initiative in terms of e-government were developed and implemented by the Australian Government.

Government of Australia launched the website “myGov” in order to supply users with simplifies access to governmental services by means of just one portal which consisting services from followings: “Centrelink; Medicare; the Australian Taxation office; Australian JobSearch; Child Support; the Department of Veteran Affairs; the National Disability Insurance Scheme; HousingVic Online Services; My Aged Care; National Redress” (my.gov.au, 2018). It is noteworthy that regarding to the study “the current amount of users is more than five million and the benefits of using this single-login portal is that citizens can now conduct a range of common government transactions all in one place as well as receive frequent and timely updates of its obligations to and interactions with government via the myGov Inbox” (ADOBE, 2015:17). The Government of Australia gives opportunity to their citizens to have their own “myGov accounts in order to let other organisations to know who the user is and since that permit those to access to services are proposed by them online”. It is noteworthy that only individual human beings are enables to have their “myGov accounts”. Having “myGov account” means that the user permits the organisations to get all correspondence organisations service decides it wants to send to user through the “myGov Inbox”. The website “myGov” suggest to their citizens the information in details about how to create so called “myGov account” and gives the guides which consisting the information about whole five steps have to be completed by the user in order to create account.

In addition to the recently represented fact in 2011 the Government of Australia launched so called “Cloud Computing Strategic Direction Paper and the major purpose of this strategy were to supply more efficient expenditure of ICT within the government agencies and eliminate duplication” (ADOBE, 2015:18). Since the Government developed and provided “one-stop shop” portal and combined governmental services within it regarding to the scholars the Government of Australia “has over 170 service centers that allow customers to do business with Centrelink, Medicare and youth services under one roof and it is noteworthy that shopfronts of Service were opened have been successful in allowing citizens to engage more than 800 different transactions from 28 different agencies in any of its 36 different locations” (ADOBE, 2015:18).

Regarding to the studies along with the governmental transactions related improvements the very essential benefits were observed within the Health system via the e-government initiatives. The good example is “eHealth.gov.au which has allowed citizens to regularly and conveniently monitor a summary of their health information and the development of the tools are providing geographic information and variable data including weather forecasts to make predictions on the risks of disasters” (ADOBE, 2015:17). Based on the above discussed scholarly articles the Government of Australia has big potential to improve their current e-government success by the launching new e-government related initiatives and maintain their significant outcomes. The head of the Government of Australia since UN survey 2018 the reveals announced that over the next seven years government will work to make all government services online available.

3.3. E-GOVERNMENT IN REPUBLIC OF KOREA

South Korea in official Republic of Korea is country located in Northeast Asia the capital is Seoul. As it is estimated by the World Bank (2016) the population of the country is more than 50 million. The power is divided into executive, legislative and judicial branches of Government. The very first constitution of South Korea has been adopted in 1948. The government is represented with the President who is elected with the direct election model for the single term of 5 years and the Prime Minister is the head of the “State Council” together with two “Deputy Prime Ministers”. The

legislative branch of South Korea government is called the “National Assembly” consists the 299 members of Assembly. Until the 1987 the too much power was concentrated under the President’s hands therefore the authority of the legislative branch was little however since that time some constitutional amendment were passed and as a consequence the “National Assembly” was empowered to monitor governmental activities.

Regarding to the scholars the one of the major purposes for Korea was to build the “world’s fastest telecommunications networks” later on with the emergence and observed progresses of computer technologies and internet the focus moved towarded the “providing world class e-government public services and developing the ICT industry in order to supply governmental goals”. Consequently based on the scholarly literature it can be said that Korea now “possesses the most advanced and fastest ICT infrastructure” and the country by international organisations is considered as a one of the best countries in case of implementing ICT in their public administration. For instance the studies of following organisations: “OECD, EU and ITU described that Korea is a country with a highly developed ICT infrastructure and the most advanced in case of e-government service delivery” (Yoon, 2016:41).

Table 3.4 UN (2018) Korea e-government development index.

Years	2010	2012	2014	2016	2018
E-Government Development Index	0.8785	0.928 3	0.946 2	0.891 5	0.901 0
World E-Government Development Ranking	1	1	1	3	3

In the context of e-government Korea is considered as one of the best countries successfully implementing e-government projects within their public administration systems. As the Chung (2015:107) asserts the great and considerable strides have been made by the South Korea Government toward the Information and Communication Technologies and the “Korea is a leading example of a country rising

from a low level of ICT access to one of the highest in the world”. The very first e-government portal of country was “egov.go.ke” which was launched in 2002. According to the authors “Korea has ranked first for three consecutive years in International Telecommunication Union’s (ITU) Digital Opportunity Index”. The processes of making Korean economy and society more information-based launched in 1970s at the initial stages “the prime administrative business processes were computerized in the areas including resident registration and real-estate” (Chung, 2015:108).

Chung (2015:109) in his research proposed the table where he defined the period of e-government implementation within the government of Korea Republic. The table represented below describes the “History of Korea e-Government Implementation” proposed by the Chung (2015:109):

Table 3.5 Chung (2015) History of Korea e-Government Implementation

Stage	Main Implementation contents
ICT Initial Stage (1960s-1970s)	• Introduction of computers to the statistics business of Economic Planning Board (1967) • Administration ICT 5 year basic plan establishment (1978)
e-Government Incubation Period (1980s-1990s)	• Administration ICT business (NBIS) • National period of computing network business (1987)
e-Government Base Preparation Period (mid 1990s-2000)	• Establishment of ultra high speed information communication base • Framework enactment on ICT implementation law
e-Government Starting period (2001-2002)	• Implement e-Government 11 tasks • Enact laws on e-government (2001)
e-Government Growth Period (2003-2007)	• Implementation of e-Government-31 tasks • Prepared the base for linking and integrating government institutions and departments

e-Government Maturity period (2008-2012)	• National ICT master plan establishment (2008) • Implement e-Government 12 tasks based on opening, sharing and cooperation of businesses.
GOV3.0 With e-Government Period (2013-Present)	• National ICT master plan establishment (2008) • Data Disclosure Act (2013)

The area of e-government projects were implemented by the Government of Korea Republic composed at least following ones: “innovating the way government work by the establishing electronic work process, expanding the administrative information and reengineering service-oriented business process, another area related to innovating civil services by the enhancing citizen service, also enhancing business support services and enhancing online citizen participation, one more area referred to innovating information resource management by the consolidating and standardizing information resources, as well strengthening information security systems and capacity of IT personnel and organizations, the further area associated to reforming the legal system by the reforming e-government related legal systems” (Chung, 2015:112).

In 2010 Government of Korea proclaimed initiative called as “Smart Government” and the purpose of this initiative was to enable “users to enjoy easy and free access to government services regardless of the delivery channel” it is noteworthy that the practice of the e-documents is no longer considered as unusual procedure and most “administrative businesses, such as a personnel management, finance and procurement were being handled electronically”.

Lee (2016) in his research defines “stages of digital government development system in Korea” and notes that the process of “digitalization of government consists of large-scale programs and projects”. Along with the development stages author (Lee, 2015:62) also defines the three phases of Korea e-government efforts. According to the author the very first phase is called “critical systems initiation” and the major purpose of this phase is to proved development of “critical functional systems” in

order to supply “government operations and also citizen services”. Within the framework of first phase government started eleven initiatives. The phase two related to more systems and interconnections. Therefore this phase intended to continue “building critical functional systems for operations and services to citizens and in addition recognized the need for integration and interconnection of systems” (Lee, 2015:62). Within the phase two, government launched 31 initiatives.

The third phase was called “platforms for smart services” and in addition to the previous phases purposes intended to provide “evolved digital government platforms with common enterprise architecture and allowed access to platforms and information by citizens and other systems” (Lee, 2016:62). Since the governmental systems have been enhanced and upgraded according to the 1st phase plan in its term this fact supplied more efficient governmental operations and improved service delivery, consequently government realize importance of “integration and interconnection across systems” and defined 31 initiatives. The overview of some of these initiatives will be presented below paragraphs.

Within the third phase initiative government provided so called “e-people” portal and the purpose of this portal is to “integrate citizen’s complaints, ideas and policy participation into a one-stop single windows service and this portal provides the interconnection of 47 central agencies, 144 embassies and consulates, 195 educational agencies, 244 municipalities, the court administration agency and major public institutions” (Lee, 2016 72). Another project related to so called “one-stop portal (open.go.kr) enables citizens to request and receive information online without visiting offices” (Lee, 2016 73).

Another example is the “citizen services portal were more than 3 000 kinds of applications for citizen services are available such as certification and registration can be made online and almost 83 of them can be printed at home and it is noteworthy that more than 5 000 different kinds of citizen services such as military service records can be browsed and some citizen service information related to the birth, home, marriage, death and purchase are handled by e-mail or short text messages and this kind of applications are more than 68 million” (Lee, 2016:73).

Within the third phase the focus moved “from technological development toward the service delivery for citizens and improved efficiency and ease of use for governmental officials and the smart government initiative was introduced with four strategic goals are as following: openness, integration, collaboration and green” (Lee, 2016:74). It can be said that the main purpose of third phase is to provide the more developed services and integration.

3.4. E-GOVERNMENT IN UNITED KINGDOM

United Kingdom or as it also called the Great Britain is an island country located in Europe the Kingdom encompasses following four “geographical and historical parts: England, Scotland, Wales and Northern Ireland”. The capital city is London and regarding to the World Bank Survey (2017) the population is more than 65 million. It can be said that the “United Kingdom is the oldest constitutional monarchy in Europe governed by the constitutional monarchy and parliamentary democracy and the head of the state is monarch while the government is headed by the Prime Ministers”. The government is represented with the three branches: “legislative, executive and judicial however it can be said that they are not always clearly separated”. The Parliament held legislative power and this power is shared by two separate houses: “House of Commons and House of Lords and the House of Lords is appointed and actually remains very little legislative power while the House of Commons consists 650 members are elected by the majority vote and it holds actual legislative power”. As it was mentioned above the executive branch of Government is headed by the Prime Minister who is granted to appoint members of the Government and “lead the government with support of Cabinet and ministers”. It is noteworthy that in general the ministers are chosen from the members of “House of Commons and the Government is answerable and accountable to the House of Commons” (EC, 2018: 3).

The governments in many countries are doing their best in order to supply the best implementation of e-government projects within their public administration systems. The case studies related to the e-government implementation within the UK Government are proposed by scholars asserts that UK is one of the most successful countries are implementing e-government initiatives.

Table 3.6 UN (2018) UK e-government development index

Years	2010	2012	2014	2016	2018
E-Government Development Index	0.814 7	0.896 0	0.869 5	0.919 3	0.899 9
World E-Government Development Ranking	4	3	8	1	4

Regarding to the studies “number of UK citizens using the internet to access central and local government websites to get information or download different types of form is annually increasing significantly” (Kesar & Jain, 2007:3). According to the authors the government of UK considered e-government “as a way to modernize public services, rather just a tool for automating existing processes for government services such as tax payment or license applications” (Kesar & Jain, 2007:4).

The initial affords towered the ICT were made since the 1994, When government of UK established “a central government website “open.gov.uk” directing internet users to departmental and agency sites” (EC, 2014:10). According to the EC survey (2014:9) in 2000 the government of UK produced “UK’s Official e-Government Strategy” and introduces citizen portal “UKonline.gov.uk” in order to supply so called “one-stop-shop to public service online”.

Since that time in order to achieve e-government related goals the Government worked out several guidelines and frameworks. Initial attempts within e-government in the United Kingdom “are exemplified by the implementation at National Health Services (NHS), which developed an internet gateway to link patients to source of quality health information and a new 24 hour telephone advice service called NHSD was also established that facilitates access to health services for segments of the population were not able to access such services before” (Kesar & Jain, 2007:5). The successful implementation of the project of e-government “National Health Services” inspired other governmental agencies to implement e-government projects within their domains. One more noteworthy fact related to the e-government in UK is about the “largest unit opened by the UK Cabinet Office so called e-Government Unit

(cabinetoffice.gov.uk) which is responsible for various guidelines for central and local government authorities in order to assist them deliver product and service electronically” (Kesar & Jain, 2007:3).

The very first large-scaled “Government ICT Strategy” worked out by the UK “Cabinet Office” in 2011 since that period of time several e-government related strategy plans were developed by the UK government. The some of the major purposes of these strategies were as following: “to improve departmental digital leadership, to develop digital capability throughout the civil service, to redesign transaction services to meet a new digital by default service standards, to complete the transaction to “GOV.UK”, to increase the number of people who use digital services, to provide consistent services for people who have rarely or never been online, to build common technology platforms for digital by default services, to remove unnecessary legislative barriers, improve the way that the government makes policy and communicates with people and collaborate with partners across public, private and voluntary sectors to help more people go online”.

The website gov.uk combines all governmental departments (25 Ministerial Departments) and almost 385 other agencies and public bodies. The website suggests users following services: “policies, announcements, publications, consultations and statistics in order to find out how government services are performing” (gov.uk, 2018). Regarding to the authors the portal GOV.UK is “the best place to find government services and information in a simpler, clearer and faster way”. Within the discussed website the services and information are categorized as following: “Benefits (including eligibility, appeals, tax credit and universal credit); Birth, Deaths, Marriages and Care (including parenting, civil partnerships, divorce and lasting power of Attorney); Business and Self-Employed (tools and guidance for businesses); Childcare and Parenting (including giving birth, fostering, adopting, benefits for children and schools); Citizenship and Lining in the UK (including voting, community participation, life in the UK, interactional projects); Crime, Justice and the Law (including legal processes, courts and the police); Disabled People (including cares, your rights, benefits and the Equality Act); Driving and Transport (including vehicle tax, MOT and driving licences); Education and Learning

(including student loans, admissions and apprenticeships); Employing People (including pay, contracts and hiring), Environment and Countryside (including flooding, recycling and wildlife); Money and Tax (including debt and self assessment); Passports, Travel and Living abroad (including renewing passports and travel advice by country), Visa and Immigration (including visas, asylum and sponsorship) and Working, Jobs and Pensions (including holidays and finding a job)”. According to UK government the Portal GOV.UK facilitate the procedures for their users to find government services and information therefore proves easier access of citizens to governmental information.

The recent “UK e-Government Strategy 2017-2020” has been developed and started in 2017. The three major aspects of the new strategy are as following: “Transforming whole Citizen-Facing Services- to continue to improve the experience for citizens, businesses and users within public sector; Full Department Transformation- affecting complete government organisations to deliver policy objectives in a flexible way, improve citizen service across channels and improve efficiency and the third major component related to Internal Government Transformation- which might not directly change citizen-facing services however is vital for government to collaborate better and deliver digitally enabled change more effectively” (EC, 2018:10).

3.5. E-GOVERNMENT IN GEORGIA

The history of Georgian State System comprises very long period of time from ancient times to the present day. During this long period of time the Georgian State system experienced several institutional transformations. In general these transformations were related to the political, ideological and social changes were observed in the country and reflected in the central or local governance system. The central and local governance of Georgian Monarchical State and their relationship can be characterized with the balance between the central and feudal forces at the different stages of state life. It can be said that Georgian state institutions and official terms of civil servants were influenced with the foreign terminologies and state institutional model (Iranian, Arabian, Byzantine, Ottoman, Russian and etc.) within the different periods of history. Seventy years of Soviet governance has left its traces within the Georgia Public Administration system as well. Since the regained of

independence the Government of Georgia has been straggled to reform and restructure the Public Administration system of country.

3.5.1. Development of Information and Communication Technologies in Georgia

It is known that since the ancient times there were several ways in order to supply transfer of information and establishment of communication links and Georgia is one of the countries which have a long history of postal service. Some foreign countries paid a big attention to the “Georgia postal transfers which were using the two-wheel Georgian carts are closely linked to the first postal transfer in Georgia”. In 1804, the “two-wheel carts” were substituted by the “horse-ride message forwarding”. The very first postal office in Georgia has been opened on June 13, 1805 and more than 108 post offices were functioned by the 1913. In Georgia during the Soviet governance period the planes, cars and postal train carriages were used for the postal transfer across the country and in relation within the foreign countries as well. Since 1900, the new types of postal services were created and developed such as an e-mail, fax service, hybrid mail type, mailing goods, digital mail and etc. In 1993, Georgia became a member of “Universal Postal Union” and since that time remains the union membership. The largest Georgian enterprise postal service “Georgian Post” is located in Tbilisi which unites 60 sub-branches and 1200 post offices of Georgian post. The telegraphy was emerged and stated functioning in Georgia in the second half of nineteenth century. The first telegraph connection was made in Georgia in 1858, and the first connection was transmitted between the Tbilisi and kodjori. In Georgia the telephone first time used in 1882, the first telephone connection was made between the “Printing House” and Compartment of the newspaper “Kavkaz”. The first telephone network was established in Tbilisi in 1893. The radio is broadcasting in Georgia since the May 23, 1925. The Georgian radio started regular broadcasting since the February, 1927. The first Georgian TV channel (1TV) was introduce and broadcasted in 1956.

In 1991, there were several mail provider companies (SANET, KHETA, IBERIAPAC, and GEORGIAN INTELCOM) across the Georgia and they were not internet providers just were sending mails via the “Unix-to-Unix Copy” protocol (UUCP). August 4, 1995 is considered as date of the internet emergence in Georgia.

The first internet provider in Georgia was company “SANET” in 1995, which was first who provided Parliament of Georgia with the free Internet. The website of parliament was the first governmental organization website of Georgia. In 1996, the “NATO” Scientific Program funded the internet network and internet site of Georgian Academy of Sciences. The very first Georgian website was created in 1996 the name of the site was “Shavlego” and the content of the web was political. This website was using Georgian coding corresponding script and Georgian Fonts which was relevant to the international standard (Unicode).

Almost for the past two decades Government of Georgia realized the importance of the benefits are achievable by the implementing new technological trends within the public administration. Georgia can be considered as one of the countries which easily recognized the importance of ICTs utilization through the public administration system. Providing the utilization of new and “advanced technologies, innovative and modern approaches to governance Georgia intends to building integrity and public trust, increasing transparency, efficiency and effectiveness of Government, making it more accessible and accountable to citizens and empowering them” (OGPAP, 2013:2).

3.5.2. E-Government Infrastructure in Georgia

In order to supply effective e-government implementation throughout the public administration system there are several requirements government will faced with and has to meet and overcome with them. Only well developed and quality information infrastructure can be one of the guarantors of success during the implementation of e-government initiatives. The countries intending implementation of e-government initiatives have to benchmark and monitor ICT development in their public administration systems and count up the quantity and quality of computer and communication technologies in their country in other words countries needed to implement e-readiness studies. According to the Internet Live Stat (InternetLiveStats.com) for 2016, the number of individual who are able to access the internet at home via any device type and connection is 52.9% of population of Georgia (total population of Georgia 3 979 781). The table below represents the data about individuals in Georgia who can access the Internet at home by the years from

2000 to 2016. As it is observable by the data the number of individuals in Georgia are able to access internet at home is remarkable increasing annually.

Table 3.7 (Internet Live Stats) Individuals Who Can Access the Internet at Home

Year	Internet Users**	Penetration (% of Pop)	Total Population	Non-Users (Internetless)	1Y User Change	1Y User Change	Population Change
2016*	2,104,906	52.9 %	3,979,781	1,874,875	1.9 %	38,375	-0.5 %
2015*	2,066,531	51.7 %	3,999,812	1,933,281	4.7 %	93,527	-0.87 %
2014	1,973,004	48.9 %	4,034,774	2,061,770	11.6 %	205,184	-1.17 %
2013	1,767,821	43.3 %	4,082,727	2,314,906	15.6 %	238,904	-1.36 %
2012	1,528,917	36.9 %	4,138,920	2,610,003	15.6 %	206,211	-1.37 %
2011	1,322,706	31.5 %	4,196,401	2,873,695	15.7 %	179,420	-1.26 %
2010	1,143,286	26.9 %	4,250,132	3,106,846	32.5 %	280,558	-1.13 %
2009	862,727	20.1 %	4,298,591	3,435,864	98.4 %	427,964	-1.03 %
2008	434,763	10 %	4,343,290	3,908,527	20 %	72,489	-0.97 %
2007	362,274	8.3 %	4,385,885	4,023,611	8.7 %	28,895	-0.98 %
2006	333,379	7.5 %	4,429,186	4,095,807	22.5 %	61,307	-1.03 %
2005	272,072	6.1 %	4,475,273	4,203,201	54.7 %	96,242	-1.09 %
2004	175,830	3.9 %	4,524,444	4,348,614	50.2 %	58,739	-1.13 %
2003	117,091	2.6 %	4,575,993	4,458,902	59.3 %	43,575	-1.16 %
2002	73,516	1.6 %	4,629,853	4,556,337	58.1 %	27,017	-1.19 %
2001	46,499	1 %	4,685,769	4,639,270	102.2 %	23,505	-1.22 %
2000	22,994	0.5 %	4,743,591	4,720,597	15 %	3,003	-1.21 %

Table 3.8 represented below describes the data of ICT in Georgia from 2010 since the 2017 the data are represented below are regarding to data on fixed-telephone subscription per 100 inhabitants, mobile-cellular subscription per 100 inhabitants and fixed-broadband subscriptions per 100 inhabitants.

Table 3.8 ITU Statistic (2017) fixed-telephone subscription per 100 inhabitants;

Georgia	2010	2011	2012	2013	2014	2015	2016	2017
Fixed-telephone subscription per 100 inhabitants	26.28	32.14	31.06	29.7	27.49	24.05	21.41	18.3
Mobile-cellular telephone subscription per 100 inhabitants	94.01	106.21	114.38	123.41	135.28	140.47	140.92	146.49
Fixed-broadband subscriptions per 100 inhabitants	4.31	5.96	11.27	12.78	15.05	16.77	17.61	19.69

Table 3.9 shows that the mobile internet package prices in Georgia during the 2013-2017 years has been reduced approximately with 59%. The table shows mobile

internet provides tariffs regarding to MB and GB and according to three “mobile internet provide the Magtikom, Geocell and Veon Georgia”.

Table 3.9 GNCC (2017) mobile internet providers in Georgia

Georgia						
500-700 MB						
GEL	2013	2014	2015	2016	2017	Price reduction %
Magticom	10	10	3	3	3	70%
Geocell	10	10	3	3	3	70%
Veon Georgia	3		3	3		
Average						70%
1- 1.5 GB						
GEL	2013	2014	2015	2016	2017	Price reduction %
Magticom	15	15	5	5	5	67%
Geocell	15	15	5	5	5	67%
Veon Georgia	7	4	4	4	4	43%
Average						59%

According to the “Freedom house report (2016:2) the number of internet and mobile phone subscriptions in Georgia continues to grow however the high prices for services and slow internet speeds remains as obstacle for those in rural area” and according to the same report the government of Georgia intending to overcome to these problems and address these challenges during the next few years. Regarding to the studies the internet access continues growing annually in Georgia and the most active internet users are located in the capital, in Tbilisi and only 2 % of inhabitants are unfamiliar with internet.

3.5.3. E-Government Projects in Georgia

Since the 1991, several reforms were announced, launched and implemented through the public administration system of Georgia. During the implementing public administration reforms the major initiatives of the government were to improve, develop and supply the efficiency, effectiveness, transparency and accountability of public sectors by means of implementing such a new paradigms are New Public Management model, IT use in public administration, ICT utilization through the public sector, e-governance introduction and implementation of e-government projects within the public administration system of Georgia.

In 1990, when Georgia has been finally liberated from Soviet governance one of the main purposes of new formed Independent Georgia Republic was to establish new state institutions. The very first “law on Public Service” has been adopted in 1997 by

the parliament of Georgia. However it can be said that until the 2004, despite some changes and reforms were held by the government of Georgia, actually the government was functioning with the Soviet model. Hence the state and its administrative structures continued operating in style and form of work which was suited to Soviet governance model. In 2004, the new elected government of Georgia made decision to implement a large-scale reform throughout the Georgian Public Administration System. Accordingly to the Public Administration Reform was proclaimed by new government “the number of ministers was reduces form 18 to 13, the civil service law was amended with an article establishing a Civil Service Council and restructuring Civil Service Bureau (CSB) in its term the Civil Service Council has the mission to elaborate a unified policy of Public Administration reform while the CSB was responsible for implementing the reforms has been elaborated by the Council and passed by the Parliament of Georgia”(Rinnert, 2015:24). The main aim of the reforms was to strengthen and supply the accountability, effectiveness and transparency of public administration. One of the main purposes was to introduce Information and Communication Technologies within the public administration and to develop e-government initiatives throughout the Georgia Public Administration.

Several e-government related initiatives and projects has been announced and implemented step by step by the Government of Georgia since the 2006. At the initial stages in 2006, the basic registries and core data centers have been created; so called “DEER LEAP” project has been developed in 2008, which intended computerization of schools; in 2009, the first Georgian E-Government conference has been conducted; in 2010, E-Government Commission and DEA has been established, as well as the LEPL Service Agency of the Ministry of Georgia implemented the project e-Auction and launch the portal eauction.ge which is the universal portal and innovative project in Transcaucasia implemented by the Service Agency and provides customers with most convenient system of purchasing and selling state-owned goods, also e-Budget the electronic state budget control system has been introduced the state enables budget institutions to electronically plan their budget; in addition e-Treasury the state treasury electronic service system has been developed and the system enables spending institutions to electronically send and receive payment related information; Government of Georgia also developed “E-Georgia Project under EU Partnership”

including following initiatives: “implementation of the best models of EU-adopted practice in the Georgia reality; Introduction of relevant regulations and standards; and insurance of functioning of informational security systems by means of a strong institutional mechanism- Computer Emergency Response Teams (CERT)” (Gaprindashvili, 2016:41); in 2011, the electronic Human Resource Management System (e-HRMS) portal has been launched and it is unified database of the staff employed in the public sector across the country; the 2012 was very also fruitful year for Georgian public administration system this year several e-government related projects and initiatives has been introduced for instance the frequently called national interoperability backbone the Data Exchange Infrastructure has been established, electronic ID card has been launched, e-Notary, e-Revenue and E-Procurement projects have been implemented, Open Government Partnership (the strategy of OGP will be discussed in more depth in the following paragraphs), Open Data and E-Participation Actions has been developed; in 2013, citizens portal mygoe.ge has been launched in order to make easier the citizens access to e-services, this portal included all e-services existing in Georgia; in 2014, e-Georgia strategy document so called “A Digital Georgia: e-Georgia strategy and action plan 2014-2018” has been developed and the vision of this document was defined as following “Georgia will become a more efficient and effective public sector offering integrated, secure and high quality e-services, improved usage and participation enabled ICT-driven sustainable economic growth” (Gaprindashvili, 2016:42); In 2016, Government of Georgia announced the implementation of e-Healthcare services this project is currently under development.

The above paragraph represents some of e-government related projects have been announced by the Government of Georgia since the 2006 the following paragraphs will focus on some of these above represented e-government related initiatives and projects and will discuss them in more depth.

3.5.4. Open Government Partnership Georgia

In order to fight corruption, make government more open, provide transparency, accountability, effectiveness and efficiency of Government Georgia made decision to become the one of the countries which took responsibility of implementing “Open

Government Partnership” (OGP) initiatives. The fact that Georgia was among those countries which joined firstly OGP initiatives are noteworthy nowadays the number of national governments OGP includes is 75 in addition there are also other stakeholders. Therefore Government of Georgia joined this initiative in 2011 and since that period of time overcame to several challenges country was faced for the last two decades since the Soviet Union collapse. In 2014, Georgia “has been elected to its Steering Committee and later on assumed to position of Lead Co-Chair of OGP for 2017-2018 at a High-Level Side meeting at the UN General Assembly in September 2017 and has been a hosting country of 5th OGP Global Summit in Tbilisi in July, 2018” (OGP, 2018:2).

It is noteworthy that “Georgia is one of the least corrupt countries in Europe, where the experience of bribery according to the Global Corruption Barometer Survey is only 4% and the World Bank Doing business survey places the country at number 8 in its rating for easiness of doing business furthermore Georgian innovative solutions to public procurement, public financial disclosure and public service delivery system have been praised by the UN awards” (OGPAP, 2013:2).

The Government of Georgia taking into consideration the major aspects of OGP initiatives created so called “Georgia’s National Action Plan” document which included 26 obligations “to be implemented by 16 responsible agencies and in its turn intended to respond following major challenges of OGP: improving public service delivery which in its turn composed 8 commitments and intended at facilitated and customer centric public service delivery via the direct communication with the customers and based on the feedback received from user and also development of e-governance systems at the both central and local levels and ensuring accessibility of open data; increasing public integrity; more effectively managing public resources and creating safer communities” (OGPAP, 2013:5).

3.5.5. Legislative Background of E-government

Over the past decades the Information and Communication Technologies and later on emergence of internet rapidly removed the geographic barriers and restructured the way of communication, business doing and implementing public administration across the world. In order to address these new challenges and to turn on the more

paperless society countries in response launched several reforms in order to transform their governments into the e-government model.

The Georgia is no exception among the countries implementing e-government initiatives in their public administration systems and along these initiatives working on the legal amendments related to e-government implementation. The legal amendments were developed and approved by the Georgia Government including following issues: “related to online services of public authorities by means of their web-pages; as well involves other forms of internet interactions with customers for instance receiving different types of documentations, opportunity of participation in trades and strengthening direct response practice; also including the development of legal framework in order to regulate electronic publications and access to the public information official web-pages of public authorities as well as general public involvement in decision making and discussions on issues under authority of an institution” (IDFI, 2012:41). In other words the major goal for government during the adopting above mentioned legal amendments is to provide successful implementation of e-government initiatives and supply transparency. In the following paragraphs will be discussed some of the major legal regulations have been adopted by Georgia and are related to e-government implementation.

3.5.5.1. The Law of Georgia on Electronic Signature and Electronic Document

In these above discussed regards Parliament of Georgia adopted law on “Electronic Signature and Electronic Document” on March 14, 2008. The purpose of the law and the scope of action are to define the legal basis for the use of electronic document, electronic signature and electronic reliable services. This law does not limit the rights of individuals and legal entities of private law to use the material documents and personal signature, as well as electronic document and electronic signature which are performed in accordance to different conditions from this law. According to this law the Electronic Documents is defined as the textual, sound, visual or audio-visual information and/or data collection stored in electronic form. Electronic Signature by this law is defined as the electronic data combination that is attached or logically connected to the electronic document and is used for signature of electronic document. This law also defines the Electronic Stamp, regarding to this definition

Electronic Stamp is a combination of electronic data which is attached or logically connected to the electronic document and is used in order to confirm the integrity and origin of electronic document. This law defines that “the digital signature and electronic document is legally equal to personal signature on hardcopy of the document” (IDFI, 2010:44). The Law on Electronic Signature and Electronic Document’ can be considered as one of the initial legislative steps toward the e-government implementation and development.

3.5.5.2. The Law of Georgia on the Establishment of Data Exchange Agency Legal Entity of Public Law

Another example of legal regulation related to e-government implementation is Law on “the Establishment of Data Exchange Agency Legal Entity of Public Law”. This has been adopted “on July 17, 2009 and Order No. 228 of December 22, 2009 of Ministry of Justice of Georgia on Affirmation of Status of Legal Entity of Public Law under the Ministry of Justice of Georgia- Data Exchange Agency”(IDFI, 2012:44). Regarding to these legal acts “the defined functions of the Agency involving development of unified system on e-government principles that would be applied for public policy administration, the implementation of innovative service by using information technologies, implementation of standards for information storing and supply, development of the unified system for documents exchange electronically and increase of government effectiveness by applying information technologies and all these above mentioned aspects have been reflected in the web-page e-government.ge (currently my.gov.ge) developed by the Data Exchange Agency. The functioning of the portal “my.gov.ge” will be discussed in more depth within the following paragraphs.

3.5.5.3. The Law of Georgia on Information Security

One more example of legal regulation related to e-government implementation is “Law of Georgia on Information Security” which has been adopted in on July 1, 2012. The purpose of this Law is to facilitate effective and efficient implementation of information security, as well as establish the rights and obligations of public and private sector in the field of information security and also define the state control mechanisms for implementation of information security policies. In regards to scope

of application of this law this law applies to all legal entities and state agencies that are subjects of critical information system. The critical information system subjects is defined by this law as following “the legal entity or state agency whose uninterrupted operation of its information system is important for the defense and/or economic security of the state, as well as for normal functioning of the state and/or society”.

3.5.5.4. The Law of Georgia on Personal Data Protection

The Law of Georgia on Personal Data Protection has been adopted in 2012. The purpose of this law is “to ensure protection of human rights and freedoms, including the right to privacy, during the personal data processing”. The Law also offers the definition of personal data and defines it as “any information connected to an identifies or identifiable natural person and the person shall be identifiable when he/she may be identified directly or indirectly, in particular by an identification number or by any physical, physiological, psychological, economic, cultural or social features specific to this person”. The Law on Personal Data Protection also envisages the establishment of “supervisory authority the Personal Data Protection Inspector in order to supervise and monitor the lawfulness of data processing and the implementation of data protection legislation”.

3.5.6. Organisational Management of E-Government

Government of Georgia is responsible to develop government vision on country development and work out governmental program. Governmental program defines the major future goals which should be addressed and implemented by the Government. One of the major goals defined within Governmental Program 2018-2020 related to e-government development in Georgia. According to this program the Government of Georgia on the one hand intends to digitalize the public agencies internal processes for more effectiveness, on the other hand Government intends to provide citizens and business with simplified, customer oriented and quality electronic governmental services. Government of Georgia intends to develop renewed e-government policy in order to supply more effective development of e-government and digital economy, which will be centralized coordinated across the public agencies of the entire country. In order to achieve this goal Government plans to create unified,

centralized coordination mechanism by the taking the best international experiences in to the consideration.

Currently the LEPS Data Exchange Agency (DEA) under the Ministry of Justice of Georgia, which was established on January 4, 2010 are responsible to coordinate the e-government development issues defined by the Administration of Government of Georgia and to establish and develop standards related to information and communication technologies in the public sector entities. DEA is also responsible to elaborate information security policies.

3.5.7. E-Government Services in Georgia

E-government services or digital services as it is also called are the type of services government provides for their citizens via the internet through the governmental websites. E-services supply citizens and generally customers to interact with their governments via the internet. Governments are implementing e-service initiatives intending to supply improved, more effective and efficient service delivery. As the authors assert (Gaprindashvili, 2016:43) “E-government services also reduce operating costs and provide direct communications among citizens, companies and governmental organisations”.

The project was called “electronic services for citizens” intended to develop and implement online services for the issuing of passport, ID and residency, marriage, divorce, birth adoption, change of name and etc. Georgia’s digital service rate increased significantly since the 2008. In order to supply efficient and effective services government made decision to transfer their service into online and initially introduced new ID cards and also developed portal “my.gov.ge” and integrated several e-services within it. It is noteworthy that in order to increase the availability of e-services across the country along with the portal “my.gov.ge” and new ID card introduction Georgia’s Government also established the self-service kiosks and Public Service Hall also so called Village Houses/community centers and libraries and via these. In order to supply advanced e-services related to electronic ID card usage government created Georgian e-government websites. Some of these websites will be discussed within below paragraphs in more depth.

Not only citizens but also business and NGOs can benefit from the e-services are provided by the “my.gov.ge” portal and Public Service Hall. The good example of e-services for business implemented by the government is “digital declaration” provided by the Revenue Service within the portal www.rs.ge. The portal rs.ge provides e-services on revenue reporting with direct integration between the company ICT and government systems. Currently the Revenue Service suggests taxpayer more than 20 different e-services “supplying the fulfillment of duty for information provision to tax and customs authorities and e-declaration service allows the taxpayer to submit electronically any tax declaration or calculation (monthly, quarterly and annual) provided for by the legislation in force- 34 forms in total it is noteworthy that declaration forms are organized by taxpayer category (VAT payer, small/micro taxpayer), legal form of business, tax period, submission deadlines and after the submission each declaration is given a unique number and the taxpayer is informed about successful submission via phone and e-mail provided by him/her during the registration”(EPRS, 2015:16). Regarding to the statistic data the number of declarations submitted via the portal “rs.ge” is increasing annually.

Table 3.10 EPRS (2015) Number of Declaration submitted via rs.ge during 2007-2014

	Annual Declarations	Monthly Declarations											
		January	February	March	April	May	June	July	August	September	October	November	December
2007	14639	553	572	668	634	660	675	690	736	781	795	815	1061
2008	27139	1109	1151	1223	1245	1392	1462	1548	1622	1786	1957	2037	2496
2009	272409	3222	3208	3402	3513	3755	4095	4473	4756	7252	9005	36111	58551
2010	393346	59999	64129	68381	69140	70382	71697	72222	72914	76256	78010	79136	83950
2011	457320	84448	85664	88836	89607	92044	94242	95388	96798	99173	100403	101659	109659
2012	402646	100863	100335	102879	103876	110011	185535	172928	169629	171681	172929	173057	184420
2013	394372	182351	184680	186684	189122	190158	192639	193405	192771	197952	200455	201565	210891
2014	69379	186572	184326	184619	185646	185700	186595	186735	186142	186831	159804	225	161

The government of Georgia also pays a big attention to the transparency of e-services in view of the fact that transparency is essential factor for an adequate functioning of these services.

There are also some government websites which not need to be accessed by the electronic ID card. For instance this kind of websites is “matsne.gov.ge” which provides their citizens “to find any kind of legislative documents with online regime they are willing and the website also offers their users the search instructions and displays almost every kind of information on legislative documents openly” (Maglakelidze, 2016:26). E-services are also provided by the web portal “psh.gov.ge” this portal offers users “the information about virtually all available services at “Public Service hall” and citizens are enabled to use online services of the website which includes the online registration for certain document without the need to stand in long rows for ordering necessary documents and this facilitates the process of interaction” (Maglakelidze, 2016:43).

The services are provided by this portal is accessible via the electronic ID card. Regarding the authors (Maglakelidze, 2016:43) the electronic ID can be considered as a tool to access several digital services. According to the researches almost 90% of citizens received the new electronic ID cards. The emergence of the ID card and its development will be discussed in below paragraphs in more details.

3.5.7.1. Electronic ID card

As it was mentioned by the authors in 2014, the Government of Georgia launched the reforms through the country’s public administration system. These reforms intended to improve and supply the delivery of high quality e-services to their citizens. Regarding to the initiatives were developed by these reforms context the electronic ID card has been announced. According to the authors (Dolidze & Ghonghadze, 2015:128) it can be said that “the necessity to introduce the new electronic ID card was caused by problems related to laminated identification cards in particular the old cards issued with different validity terms and in some case having no expiration data could be easily damaged and were poorly protected against forgery”.

The Ministry of Justice of Georgia initiated to launch the producing new ID card in Georgia. As a result of this initiative the new ID card has been issuing in Georgia since the August 1, 2011. ID card is the basic electronic identity document confirming the nationality and identity of person. ID card is high-tech electronic identity document which is highly secured therefore hard to be counterfeit. It has an electronic train which containing an electronic copy of data visualized on the card. The ID card is also equipped with online authentication and digital signature and both of them can be used by ID card holder regarding to his/her wiling.

Regarding to the authors (Dolidze & Ghonghadze, 2015:128) it is mentionable that “the electronic ID card is a standard-sized card which is made of polycarbonate the material used for bank, transport and other similar type cards and including the two types of electronic data storage devices (microchips) are as followings: Contact (used in plastic cards and Contactless (used in transports and etc.) it is remarkable that the microchips are used for information storage and they make it possible to expand the card’s functions and it is noteworthy that the adding of additional functions to the card is depended on cart owner’s wiling”.

The electronic ID card issued according to the rules established by the “International Civil Aviation Organization (ICAO) therefore can be used not only across the country but also can be used as travel document outside the country borders. Currently the E-ID card owners are able to travel by this card to the Republic of Turkey. E-ID card contains the same information about the holder are visualized on it. Hence it contains the holder’s name, surname, date of birth, birth place, nationality, sex, personal number, photograph, personal signature, name of the issuing authority, date of issuing the card and the validity period of the card.

E-ID cards neither visually nor electronically include owner’s address. The fact that the data are presented in compliance with the “International Civil Aviation Organization” (ICAO) facilitating the authenticity of the card. The card also contains data needed for online authentication and digital signature as well as including the PIN codes in order to be protected from unauthorized access. The Georgian legislation strictly determines the ruled for submitting additional information about the person’s within the E-ID card and regarding to legislation it will only be possible

in case of consent of the card owner. The e-government gives the opportunities to citizens to receive such kind of information which unauthorized disclosure can provoke irreparable damage for E-ID card owner or for another person. These could be the tax information, health-related data and etc.

Generally and also currently for the access of electronic systems the username and the password of user has been used. However it can be said that over the time the password lost a high degree of security. E-ID card contains special data-authentication certificate and its corresponding key. While the 4-digit PIN code ensures the protection against unauthorized use. The owner of the card will receive the PIN code with the sealed envelope and no one else except the owner can know about it. Therefore the quality of information protection is significantly higher during the using E-ID card in order to access e-service.

3.5.7.2. Digital Signature and Online Authentication

The Digital Signature and Online Authentication issues were among to the major-intends were initiated by “Open Government Georgia’s National Action Plan”. Regarding to the Action Plan (2014-2015, 16) the “online authentication system development by means of electronic ID card and relevant authentication mechanisms integrated in it and the Digital signature and stamp (e-Seal) aiming at development of electronic document-flow systems in Georgia through creation and overhauling of the mechanisms for digital signature and digital stamp” (OGAP, 2013:16).

Regarding to the Action Plan (2013:16) improvement of the identification services “will facilitate the internal procedures for organizations within reducing paper-based work” and it will improve service delivery for citizens as well enabling them to sign relevant documents without leaving their homes”. On the one hand the digital stamp supporting organisations in case of performing signature of related documents in a more facilitated way and “on the other point of view digital stamp provides creation of additional incentives for the development of personal digital signatures as currently the most of contracts requiring personal signature indicate organization as a second party to the contract”. Generally those requires of such kind of electronic services are coming from potential customers of this services for example like a Bank or Notary.

The major aim of these intends is to substitute more and more paper documents with the online and electronic based document types in order to improve e-services and supply the effective and transparent official processes and in addition providing cost saving of paper documents.

3.5.8. E-Government Projects

The Government of Georgia is responsible to set the political priorities and adopt the e-government strategies since the adoption of the strategies and implementation plans the responsible governmental entities are implementing e-government initiatives in their domains under the coordination of related department such is the Data Exchange Agency and the Service Agency of the Ministry of Finance of Georgia and etc. Since 2006 several e-government initiatives and projects have been implemented by the Government of Georgia and some of them are currently under development. In the following paragraphs will be represented the examples of some e-government initiatives and projects have been implemented successfully.

3.5.8.1. “Public Service Hall” (PSH) Project

In order to provide one of the major initiatives which was related to the improvement of public services the government of Georgia made decision to establish Public Service Hall (PSH) which incorporated all public services in one space in other words supplying so called “one-stop shop” public service delivery. The PSH is a “Legal Entity of Public Law” (LEPL) of Minister of Justice of Georgia. It is noteworthy that “the majority of state services are presented in PSH and along the state services the services of different public agencies and private sector is also available at the one space of PSH”.

In order to deliver innovative and quality services in more efficient and effective way PSH is operating into the following ways: “in order to supply minimized waiting time and facilitate the flow of citizens PSH is divided into following three spaces: self-service area; quick service area and; long service area, regarding to the statistics more than 20 000 customers (including local and foreign citizens as well) visit 19 PSH branches throughout the Georgia on daily basis and the users are enabled to have access to more than 400 public service just in one space of PSH and it is remarkable

that PHS continually is working on increasing the number of services can be accessed at one space” (psh.gov.ge, 2018).

Regarding to the “NDI’s 2017 Research on state institutions rating” PSH occupied second place. According to the researches (psh.gov.ge, 2018) the most required services across the services are delivered by the PSH are:

- Electronic identity (ID) card;
- Passport;
- Property Registration;
- Birth Registration;
- Juvenile’s Registration card

Regarding to the “ACT Survey (2017), 94% of respondent consider the PSH as a stable, high-quality oriented and 96% consider it as an useful, organized, modern/progressive, actively communicable and successful organization”.

PSH also provides the mobile applications for their customers in particular the user is able to “download application Public Service Hall from App Store and Google play and use it 24 hours in order to get detail information on the topics they are interested in” (psh.gov.ge, 2018). The official website of “Public Service Hall” suggest following services to their users online:

- Researching Real Estate Online;
- Updating Real Estate Extract;
- Company Search (searching online registration statement of Business Entity including individual entrepreneur, commercial legal entity, nonprofit legal entity and etc.);
- Updating Business Extract;
- Making Cadastral Plan Online on Real Property;
- Correcting Online the Technical Errors Related to Real Estate;
- Updating the Business Extract Online;
- Online Authorization of Business/Portal (via this research panel the customer can find basic data on entrepreneurial and non-entrepreneurial subjects to obtain

their statements scanned archive documents also find the information about the legal form of organization, information about persons with representative authority and other information);

- Correcting Online Technical Errors Related to the Business;
- Take the Passport via the Online Regime (available for only abroad being Georgian citizens);
- Registration of the Application on Citizenship of Georgia;
- Online Visit to Notary;
- Residence Permit

Besides from these above listed services PSH online service delivery provides more than 40 services on online regime and it is noteworthy the number of online services are annually increasing.

Regarding to the survey it must be mentioned that the PSH is a Georgian innovation which continually attempting to diversify services and provide the delivery of quality services which will be accessible for users in more easily and simplified way. According to the relative researches the users of PSH's services are generally expressing their satisfaction towered the services they are getting and mostly expresses their will to have increased the number of services provided by Public Service Hall. The "Open Government Action of Georgia" (2014-2015) along with the other initiatives intended to "offer new services within the PSH space" (OGPAP, 2013:6). Within this Action Plan (2014-2015) following services has been added:

- Travel Insurance- by visiting PSH citizens are able to apply for passport and get insurance at the same time in one space and this carries special importance for the people living in the regions as in many instances citizens have to go to another city to get the insurance policy;
- Services of National Agency For State Property Management in PSH this initiative allows citizens to "obtain services for privatizing or leasing national property in PSH's service delivery area therefore users are able to lease or purchase and register property in one space" (OGPAP, 2013:7).

3.5.8.1.1. “JUST drive” Project

During the OGP action plan (2014-2015) PSH implemented user “comfort-oriented service so called JUSTdrive”. By the implementing this initiative PSH intended to provide innovative service in order to supply more comfortable service delivery. Since this project has been implemented “the Drive-up windows of JUSTdrive at the Tbilisi Public Service hall allows citizens to save time when acquiring the service without leaving their cars the only condition is required is to carry an ID card on them and get to the JUSTdrive area and obtain desired service” (OGPAP, 2013:9). Also there is a so called “JUST-café” space where citizens are able to get willing services at the more pleasant and comfortable space.

3.5.8.1.2. “Voice of Customer” Project

Another already implemented project during this Action Plan (2014-2015) is so called “Voice of the Customer”. This project intends to supply the user’s interaction and their feedback and supply their participative role during the increasing quality of PSH services. In this regards “every citizen has possibility to express his/her idea regarding any kind of inconvenience, difficulty or impediment by filling in special sheets or by connecting to a unified telephone service center of PSH”. The official web site of Public Service Hall psh.gov.ge is available for users into three languages are as following: Georgian, Abkhazian and English and the page is also adopted for persons with disabilities.

3.5.8.2. “Citizens” Portal

The Government of Georgia during the OGP intended to develop the citizen’s portal was called my.gov.ge in order to supply improved “efficiency and accountability of public service delivery also ensured easy communication with citizens and reduced risks of corruption in service delivery to zero”. The portal launched operating in 2012 and since that period of time continues unifies all public and private sector’s electronic services. The portal has been created by the LEPL “Data Exchange Agency” which is operating under the Ministry of Justice of Georgia. Currently the number of e-services are available on the portal is up to the 400, these e-services are available for users within the “one window” principle since the user once got registered on the portal. In order to benefit from this portal user can get registered by

the ID card as well as using user name and password (by the passing the relevant procedures in PSH of Georgia). The services are available across this portal are divided into the groups according to the contents. For instance services are divided into the following groups: personal information; municipal services; business; permits and licenses; co-financing; transport; social services; property; taxes; fines; communal payments and etc. the vision of services into the groups makes it easier for customers to choose and use desired services. On the portal the services are also divided into informational and functional electronic services regarding to content. For instance information-type service implies to provide user to get information are related about his/her and are protected in various departments, for instance the information about tax debt of his/her; information on crossing the border and etc. On the other hand the functional-type service include the filling of applications in order to receive services as well as including the request of public information and the personal dates are protected within it and if it is necessary to sign the qualified electronic signature/stamp and to send the completed application to the recipient, getting answer via the portal and also can retain the filled application and received answer.

The user of portal is enabled to request public information online from the various state agencies as well as to apply for several services and if it is necessary can use the qualified electronic signature/stamp to send the completed application to the recipient and get the answer via the portal my.gov.ge . The public information via this portal can be required from more than 100 state institutions (including more than 1339 governmental sub-agencies and regional offices). Public information can be electronically requested via this portal across to all state agencies are involved in electronic case proceedings system. The official web page my.gov.ge is currently available for users only in Georgian language.

3.5.8.3. “Community Centers” Project in Georgia

The LEPL “Public Service Development Agency” which is operating under the governance of Ministry of Justice over the past few years has been actively working in order to increase the capacity of local self-government. As results of the reforms were held by the Georgian Government across the cities and municipal centers

citizens are available to take advantage of quality services. Since the 2011, the above mentioned Agency has been implementing the project is called “Introduction of E-government through the Local Self-Governments”.

This project intended to improve the local-self government’s opportunities and supply citizens with quality services as well as to develop local infrastructure. Through the Community Center citizens are available to avail with more than 200 public and private sector services without leaving the village. The Community Center users are available to take advantages from the following services “are offered by the Public Development Agency; the National Archive of Georgia; the National Agency of Public Registry; Social Service Agency and also services are provided by the private companies- Magtikom and Liberty Bank”.

The Community Center is a space equipped with modern infrastructure and technologies. In its turn the Centers “are staffed with employees, recruited on a competitive basis among the local population and trained to provide the central government and private sector services by means of e-government. The free use of internet, computers, video conference equipment and modern electronic library are also available for citizens in those Centers. Nowadays fifty five Community Centers operate across the Georgia. The official web site of Community Center- centri.gov.ge is available for users into three languages are as following: Georgian, Abkhazian and English and in case of necessary users can benefit from voice version of web page.

3.5.8.4. “Open Data” Portal

One of the most important products of open data concept is “Open Data Portal”, which provides the publishing of open data of public institutions within the open, calculate and accessible formats which will allow citizens, businesses, media representatives, NGOs and government agencies to enjoy with uninterrupted use of the data and by the means of data create applications and e-services and receive other benefits. As it was once mentioned above the data of various state institutions are published on the portal and the data is divided into the groups according to the organisations and context as well.

The open data for public institutions is such type of data which is structured in electronic format and the publication of it is permitted and possible. It is noteworthy that the “open data play essential role in open government processes and contemporary models of e-government and the implementation of open data portal requires close cooperation of all government institutions to collect and subsequently routinely publish open data of all government institutions on a single portal” (OGPAP, 2013: 18-19). In order to find desired open data the user of portal have to click the menu of open data and after entering the menu the portal will propose all of the open data which are published on the portal. In order to facilitate the search of willing data the user can filter the open data by means of indicating the search key word, context or the format of published open data.

Currently the menu of open data represented with the data groups divided regarding to the concept and the number of them is 16 and are grouped as following:

- Education and science (including 56 open data information);
- Environment protection (including 8 open data information);
- Geography data (including 3 open data);
- Employment (including 18 open data);
- Economy (including 15 open data);
- Culture (including 6 open data);
- Government and policy (including 27 open data);
- Population (including 15 open data);
- Construction (including 3 open data);
- Society (including 14 open data);
- Agriculture (including 6 open data);
- Social protection (including 3 open data);
- Transport (including 6 open data);
- Tourism (including 6 open data);
- Finance (including 57 open data);
- Healthcare (including 5 open data)

The official web page of open data data.gov.ge currently is available only in Georgian language. The portal provides the feedback of users and in the below of each of the open data groups there is a special space allocated in order to allow users to leave their comments.

3.5.8.5. “E-Petition” Portal

Regarding to the second OGP Action Plan of Georgia which was approved by the resolution of Government of Georgia N557 in 2014 the country take responsibility to create the official governmental portal ichange.gov.ge for citizen’s e-petitions. The fundamental principles of OGP are as following: openness of governments; transparency; accountability to society and the citizen involvement in the decision making processes are as well considered as strategic importance values by the Government of Georgia. The Georgia aims to increase public trust, strengthen the citizen’s participative role into the decision making processes and ensure the government’s effectiveness via the usage of advanced technologies and innovations, transparency and accountability.

The petition portal ichange.gov.ge intends to provide the public participation in the public police, to insure transparency of decisions and activities of Government of Georgia and supply and facilitate the processes of governments getting closer with their citizens. Within the portal ichage.gov.ge any citizen/or groups of citizen of Georgia with the age 18 or older can via the e-petition can make Government of Georgia to pay attention on the issues which citizen/or the citizen group consider to be especially important. In case of relevant criteria are met the Government of Georgia is obliged to examine the issues described in the petition and to react or to give an official response.

The user can register on the portal with the user’s name and password- the users completes electronic forms where they mark their personal information and the username and password that will be used by them. If the user has already has an active account in the state electronic system (RS.ge or my.gov.ge) in this case user is able to enter ichange.gov.ge portal via already existed account without any additional registration procedures.

In order to add petition on the online petition portal user at first must get authentication and after this click the section represented on the main page and called “Add New Petition”. The portal contains the information about points related to pass of petition. If the petition contains any of the points (petitions where the proposal and ideas are not defined clearly; commercial-type petitions, for example- Buy only products produced by me; petitions containing abusive, insulting, discriminatory and other alike contents) are described on portal it will not pass moderation and will not be appeared on the portal ichange.gov.ge.

The petition will be published since will be moderated, no later than 10 working days after completing the petition. If the petition has not received 10 000 signatures within the 30 calendar days since publishing it will be considered as expired and will be moved to the archive therefore will not be review and the user can publish the same petition again after the expiration of the term. As it was discussed above the portal provides user to publish petitions and in addition the users are able to review the all of the petitions are ongoing or already published. The e-petition portal was launched in 2015 and currently is available only in Georgian language.

3.5.8.6. “E-Procurement” Portal

The LEPS “State Procurement Agency” coordinating and monitoring the activities are related to the state procurement in Georgia. The legal bases of the Agency Activities based on the: Constitution of Georgia; international treaties and agreements; the Law of Georgia on state procurement and; the provision were related to the state procurement and have been adopted by the Agency. The Agency is headed by the chairman who is appointed by the Prime Minister of Georgia. The structure and provision of Agency is approved by the Government of Georgia and the state control is also exercised by the Government as well. One of the major intends of the Agency is to supply the publicity of state procurement.

The unified electronic system of state procurement is an official portal of state procurement related activities in Georgia. The portal intends to provide an open, transparent and competitive environment for any person participating in the state procurement procedures. The State Procurement Agency is responsible to ensure the functioning of the electronic procurement system. The system can be used by the

citizens within the status of purchaser, supplier and guest visitor. The registration on the State Procurement Unified Electronic System is mandatory only for the purchasers and suppliers.

If the user of the portal is interested only about the information (including current and completed e-purchases; information about purchaser and supplier and etc.) he/she can visit the portal with the status called guest visitor via the clicking related button in order to enter on the main page of portal. The portal has a search function and through this function the user is able to find purchase related information interested in at very easier and quicker way. The portal represents several information parameters can be chosen by the users regarding their willing. The some examples of such parameters are: purchaser; supplier; status of procurement; type of procurement (including facilitated e-tender, e-tender; e-procedures of procurement, consolidated tender, competition, grant-related competition); category of procurement; date (including date of registration, status and trade); producer (including the name of producer of purchasing object) and etc.

The person who is a resident or not a resident of Georgia can register on the portal after the compelling required stages. The portal supplies the user with notifications as well via this notification the user is able to get the information is interested in (example of notification: the e-tender is announced on the context you are interested in). Since the users of portal are registered on the portal they are able to create their profile with their willing. The portal on the front page suggests their users the guideline for using State Procurement Agency e-portal. Currently the portal is available in three languages: Georgian, English and Russian and the more than 13 362 users are already registered on the portal.

3.5.8.7. “Revenue Services” Portal

The LEPS Revenue Service is cooperating under the authority of Ministry of Finance of Georgia. By the fair and transparent tax/customer administration the Service intends to establish and develop the easy and trustworthy tax system which will be exercised across the whole territory of the country. One of the main aims of Revenue Service is to further the development of services they are delivering and be more innovation centric therefore regularly to be working on the implementation of new

models and modern methods within it operating. Revenue Service is developing public and transparent tax system in order to make country more attractive for investments and facilitate the business doing. Over the past years some reforms were held in order to supply the implementation of various electronic services.

Consequently to the reform were carried out “relations between the Revenue Service and customers have been significantly simplified and during the fulfillment of obligations prescribed by tax legislation taxpayer spends minimal time and recourses” (rs.ge, 2018). It is noteworthy that the Revenue Service provided easy and transparent tax legislation “that is a guarantee of protection of tax payer’s legal interests and rights and mandatory precondition for the proper fulfillment of their obligations” (rs.ge, 2018). In addition to previously discussed aspects the importance of the new technologies is noteworthy. Hence in order to “supply maximum comfort for taxpayer the existence of modern infrastructure is very important and accordingly the new border crossing points, the customs clearance zones and service centers have been built, reconstructed and equipped with the newest technologies” (rs.ge, 2018).

In order to benefit from the Revenue Service website first of all the user has to be get authorized at the official portal and since that will be enabled to benefit from the following services: to represent the tax declarations through the Revenue Service; also to represent applications and complains; to require and confirm the his/her tax invoices; oil related taxes/invoices; transport invoices; carry out the transfer of money; receive the notification from Revenue Service; the protocols and commands issued on his/her name; in case of imports of medicines and posters must represent the register of imported goods.

Authorized customers are also enabled to complete and represent the customs declaration. The amounts of the e-services are provided by the Revenue Services portal is almost 13. Among to these 13 services one of them is related to e-payments. By the means of the service e-payments the taxpayer has opportunity to make payment for required taxes. Service e-payments are categorized into the three groups are as following: e-payments on treasure code; e-payment of customs clearance fee of postal posting; interest rate of e-payments.

One more service are provided by the Revenue Service is called integrated tariffs and by means of this service authorized customer can get information about the customs tariffs via the commodity code or item name. The section so called application forms provides customers to get information about the electronic applications in the Revenue Service and also gives the information about the documents and the service fees are required in order to submit the application forms. Another e-service represented on the website is related to calculation of vehicle custom clearance. With the help of this service user can calculate the custom fees regarding to the year when the car was produced and regarding to the engine volume of the car.

Including the services are described above the web portal of Revenue Services supplying there users with almost 13 e-services. In order to benefit from the services are provided by the web portal of Revenue Services the user initially has to get registered on the website by the ID card or his/her username and password. The user is also enabled to download the android application version of rs.ge. Currently the information supplied by the portal is available into two languages: Georgian and English. The portal as well suggests their users the version of website for people with disabilities.

3.5.8.8. E-Notary Project

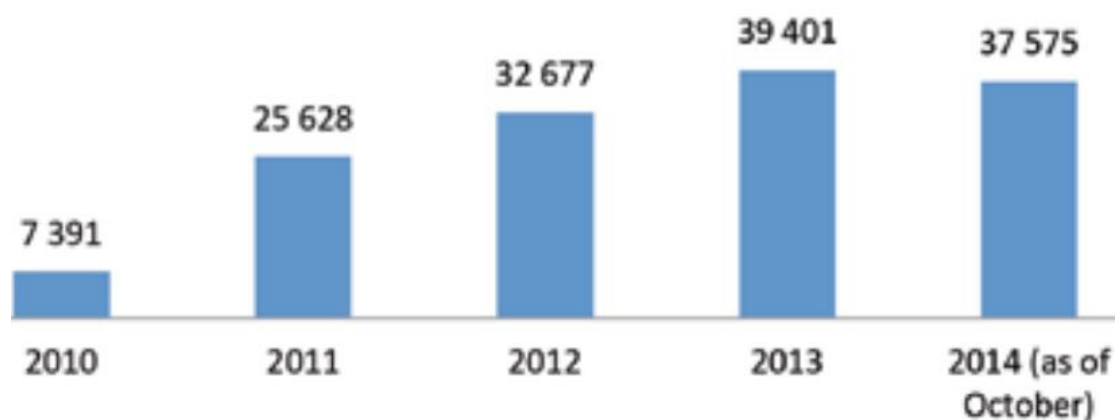
The service E-Notary was created in 2009 and launched in 2010. The service intended to provide following notary services online (via Skype): letter of attorney, application of consent, several types of contracts and treatments (EPRS, 2015:32). The service is limited and including only notaries are registered in Georgia. During the launching stage the Notary Chamber of Georgia conducted training courses for their notaries on the Skype service delivery issues. The main purpose of this service is to simplify the delivery of notary services.

In the process of development of this project the major parts have been taken by the Notary Chamber of Georgia and Ministry of Justice of Georgia. The target groups of this project are citizens of Georgia particularly those who are living abroad and before this project they were obliged to apply their consulates abroad are visit to Georgia (EPRS, 2015:32). Along with the service developing processes the several legislative and institutional amendments were made. The amendments were made by

the Georgia Government Resolution #507 on December 29, 2011 in particular through the law on notaries in directions of notary service delivery, notary fees, service conditions and payment (EPRS, 2015:32). The time spent on the notary service delivery is the same for both Online and Offline services and it requires approximately 15-20 minutes. However offline delivery of this service for the individual resident abroad can take almost a month to complete the whole necessary documentation.

In terms of technological renewal all notary bureaus were equipped with required information-technology infrastructures. Before the implementation of this project the major problem for Notaries was the poor access of service to Georgian citizens living abroad. Consequently the major purpose of this project was to facilitate the delivery of notary service which in its turn supplied time and cost savings during the service delivery (EPRS, 2015:33). The second goal was to increase the transparency of Notary Institute. Regarding to the studies and statistical data the demand on electronic notary services is annually increasing. The table below represents numbers of services provided online by the Skype during the 2010-2014 years.

Table 3.11 EPRS (2015) Numbers of Services provided online via the Skype (2010-2014)



The main goal of this service was to facilitate and make easier notary service delivery for the citizens of Georgia especially living abroad and also increase the public trust toward the notary institutes through the insured transparency via the electronic service. According to Economic Policy Research Center's study (2015:34) it is observed that this service really facilitated the access to notary services to Georgian citizens living abroad and significantly reduced their costs.

3.5.8.9. E-Health (Currently under development)

Regarding to the World Health Organization (WHO) and other scholarly studies the e-Health is economically viable and very useful especially for individuals are living in hard reachable locations and also is a good tool to “collect health statistical information and developing electronic medical records and patient e-registries” (Kirtava, 2014:1). Every citizen can benefit for e-Health therefore is can be considered as one of the most essential public services. At the initial stage of e-Health the diagnosis and documents are available electronically and in the following stages “applications support the doctors in diagnosis, treatment or evaluations and with the strong communication network doctors are enabled to exchange their experience and share their thoughts” (DEA, 2014:36). Regarding to the studies the access to e-Health is depended on Information and Communication Technologies development index to the related countries which is implementing e-Health project (Kirtava, 2014:1).

According to the studies over the past years Georgia is working on introducing and implementing Information and Communication Technologies through the health sector. The good example is so called e-prescription initiative which was launched in 2017 and the “registry of pharmacies is also available and in addition the electronic records are also planned” (DEA, 2014:36). In 2011 Ministry of Labour, Health and Social Affairs of Georgia represented the “Georgia Health Management Information System Strategy” (HMIS). The new Governance structure which was “responsible for HMIS has been provided with other governmental agencies and representatives of private sector and it was intended to define the strategy, vision and policies necessary for operational success as well as was responsible to identify priorities, highlight major issues and mandate adoption of standards” in order to increase quality and develop the healthcare service delivery across the country.

Regarding to the Georgia “Health Management Information System Strategy” it is intended to obtain the “electronic medical record, personal health record and public health surveillance system and furthermore they intend to set up the uniform set of core health data elements to be collected within the healthcare delivery system” (DEA, 2014:36) and consequently to this initiatives care delivery to the patients will be developed and they will be able to access easily information about their health. It

is noteworthy that regarding to these initiatives “no longer will providers only have fragmented pieces of a patient’s medical care but instead will have access to a longitudinal view of each patient’s medical history” (DEA, 2014:36). The government of Georgia intending to implement all of these above mentioned initiatives and optimize healthcare delivery.

3.5.9. Development Dynamics of Georgia within E-Government Implementation

Government of Georgia during the developing and implementing e-government initiatives intends to provide improved service delivery to their citizens and business and to “become a more effective and efficient public sector offering integrated, secure and high quality e-Services”. According to the “A Digital Georgia Action Plan 2014-2018” Government of Georgia intended to supply implementation of several initiatives and some of these initiatives are as following: “to ensure one-stop accessibility of secure and effective e-Services for citizens, businesses and non-governmental sector based on reliable and trustworthy infrastructure; to stimulate the demand and increased use of e-Services by citizens and businesses through high quality, efficient, effective, trusted and secure service delivery; to establish effective information security and privacy policies protecting well against information and cyber-security threats”.

The success of Georgia in regards to implementing e-government initiatives can be evaluated by observing the reports were mostly annually prepared and published by the international organisations and institutions.

One good example of such e-government related international report is “Global Information Technology Report 2016”. Regarding to the “Global Information Technology Report 2016” regarding to Networked Readiness Index Georgia occupied rank-58 out of 139, in regards to the Index defines the Availability of Latest Technologies Georgia occupied rank-97 out of 139. The Global Information Technology Report (2016:98) also defines the Index in related numbers of days to start a business and numbers of procedures to start a business in this regards Georgia occupied the rank-5 and rank-3 out of 139. In the context of the Index defines the Importance of ICTs to Government Vision and is measured on a 1-to-7 (best) scale Georgia is granted with 3.7 outcome and in case of the Index of Impact of ICTs on

access to basic Service is also measured on a 1-to-7 (best) scale Georgia is represented with 4.5 outcome In regards of E-Participation Index measured on a 0-to-1 (best) scale Georgia is represented with 0.59 outcome. According to the Global Information Technology Report (2016:98) the percentage of individual in Georgia households with personal computer is 45.8% and the percentage of individual households with internet access is 41.0 while the percentage of individual using internet is 48.9.

Another good example of e-government related international report is UN “E-Government Survey”. UN has been publishing E-Government Surveys since the 2001, and the very first survey was called “Benchmarking E-Government 2001” and the resent one was published in 2018. In comparison with the previous year Georgia has improved its outcome in regards EGDI and according to the UN survey (2018:89) Georgia has EGDI score 0.6893 and is represented among the states have scored above the global E-government Development Index average 0.55 and defined as country which high corresponding the EGDI level and ranked 60 place among the 192 member states. Below represented table 3.12 shows the EGDI and Ranking of Georgia during the period from 2010 to 2018.

Table 3.12 UN (2018) Georgia EGDI from 2010 to 2018

Year	2010	2012	2014	2016	2018
E-Government Development Index	0.42 48	0.55 63	0.60 47	0.61 08	0.68 93
World E-Government Development Ranking	100	72	56	61	60

Regarding to the “Global Cybersecurity Index Report” has been published in 2017 the Georgia ranked among the 10 top countries according to the Global Cybersecurity Index score and occupied eighth place. Regarding to the reports these ten top countries “managed to establish coherent cybersecurity strategies while significantly improving their ICT mechanism” (UN, 2018:70). The table 3.13 represented below shows the list of ten countries with the highest commitments to cybersecurity.

Table 3.13 UN (2018) Top Ten Countries with the Highest Commitment to Cybersecurity

Country	GCI Score	Legal	Technical	Organizational	Capacity Building	Cooperation
Singapore	0.92	0.95	0.96	0.88	0.97	0.87
USA	0.91	1	0.96	0.92	1	0.73
Malaysia	0.89	0.87	0.96	0.77	1	0.87
Oman	0.87	0.98	0.82	0.85	0.95	0.75
Estonia	0.84	0.99	0.82	0.85	0.94	0.64
Mauritius	0.82	0.85	0.96	0.74	0.91	0.70
Australia	0.82	0.94	0.96	0.86	0.94	0.44
Georgia	0.81	0.91	0.77	0.82	0.90	0.70
France	0.81	0.94	0.96	0.60	1	0.61
Canada	0.81	0.94	0.93	0.71	0.82	0.70

Eventually the following Table 3.14 represents the ranking of Georgia in comparison with other Post-Soviet States according to EGDI of UN Survey recently published in 2018.

Table 3.14 UN (2018) E-Development Ranking of Post-Soviet Countries According to UN Survey

Countries	year 2018
Georgia	60
Moldova	69
Estonia	16
Latvia	57
Lithuania	40
Azerbaijan	70
Tajikistan	131

Kyrgyzstan	91
Belarus	38
Uzbekistan	81
Turkmenistan	147
Ukraine	82
Kazakhstan	39
Armenia	87
Russia	32

According to the above represented e-government related indexes it can be said that the noteworthy developments are observed and Georgia has a remarkable progress in some aspects during the implementing e-government initiatives. However it should be mentioned that the implementation of electronic government always requires continuous and progressive efforts in order to at least maintain already reached success and go forward to develop and achieve the future e-government related goals.

CHAPTER 4

E-GOVERNMENT IMPLEMENTATION IN PUBLIC ADMINISTRATION OF GEORGIA: FIELD STUDY

As indicated before this research consisted with four chapters and the first three chapters include reviews on the following issues: the Historical Development of Georgia's Public Administration; Theoretical Framework of E-Government; Examples of Four Top Countries with the highest EGDI and Example of Georgia during the implementing E-Government Initiatives in its public administration system. When it comes to the last part of this research, the chapter four including the field study has been conducted over e-government implementation in Public Administration of Georgia on account of finding answer on research question. Before the discussion of research method and the findings of research it seems necessary to state the research question is as following:

What kind of contributions will be provided in the public administration of Georgia by the e-government implementation?

Within the framework of research the questionnaire was applied to 100 individuals are working in the public sector as a public servants and in addition of this across the 5 Ministries and 5 different Public Agencies the interviews were conducted with the managers and specialist who are responsible to implement e-government projects in their domains. The aim of this research is to evaluate the e-government processes in Georgia and to find out the kind of contributions e-government implementation provides to the public administration of Georgia.

The detailed discussion on the following issues: purpose of the research, research group, questionnaire, interview's questions, result of research will be presented in the below paragraphs.

4.1. THE PURPOSE OF RESEARCH

The introduction of Information and Communication Technologies and later on emergence of Internet initially encouraged only the business enterprises, however more latter the Governments across the world turned their focus on ICTs and decided to provide the usage of ICTs in their operations in order to supply more facilitated access to governmental services, increase the efficiency of government operations, as well as provide the delivery of public services in more cost effective manner, also facilitate the communications between Government to Citizens, Government to Business and Government to Government and provide the better transparency and accountability. The countries across the world intend to provide electronic service delivery, to supply implementation of e-government initiatives and to make all above represented advantages achievable. It is noteworthy that the number of countries implementing e-government initiatives in their public administration systems is annually increasing.

Existed successful examples of e-government implementation across the world encouraged the Georgia's Government as well to implement e-government initiatives in their public administration. Since the Georgia regained its independence Government has been working hard to address the world standards in all aspects and has been trying to take advantage from the best international experiences across the world. The one of these aspects is Public Administration System and it can be said that since the independence country has straggled to reform and restructure the Public Administration System in order to address the world standards. Since that period of time up today the several public administration reforms have been launched and implemented by the government. Over the last years the Government of Georgia believing in e-government's remarkable benefits working hard to implement e-government initiatives and trying to address all requirements are necessary to implement these initiatives in the best way.

The purpose of this research is to evaluate the current e-government processes in Georgia and to find out the kind of contributions e-government implementation has already provided to the public administration of Georgia and also will be provided in the future. As indicated before within the framework of research the questionnaire

was applied to 100 individuals are working in the public sector as a public servant and in addition of this the interviews across the 5 Ministries and 5 different Public Agencies were conducted with the managers and specialist who are responsible to implement e-government projects in their domains. As it was mentioned above the questionnaire was applied to 100 public servants and since the questionnaire was distributed to public servants and the data were obtained from participants then has been subjected to an analysis. It is mentionable that the result of research findings evaluation does not making generalization which involving all Georgian Public Institutions. The findings were obtained only reflect the views of the group in which the research was conducted. The group of the research will be described in the following paragraphs in more depth.

4.2. RESEARCH GROUP

The questionnaire study was carried out on persons who are working as a public servant in the public institutions of Georgia. Data were obtained from public servants of 10 public institutions in particular from the same 5 Ministries and 5 public institutions where interviews have been conducted as well. The Questionnaire was applied to 10 persons from each institution hence the total number of participants is 100. The data were obtained from 100 participants across the 10 public institutions is very important for the following reasons:

The participants of the questionnaire study are the individuals who are working at the public administration system therefore they are individuals who play an active role during the process of managing and implementing public administration.

In addition these participants are the individuals who are needed to be a follower of changes and innovations occurring in the field of administration and as they are among the persons who are the most frequently get trained on the e-government related issues on their working domain it can be said that these individuals are really enable to evaluate the e-government related processes.

It is also noteworthy that these individuals at the same time are the citizens who benefits from public service in their daily lives.

With regards to interweave as it was mentioned above the interviews were conducted in 10 public institutions particularly in 5 Ministries and 5 public institutions with 1 participant from each institution therefore the total number of interview participants is 10 while the 8 of them are working as managers and 2 of them as specialists. It is mentionable that all of interview participants are working on the e-government related issues in their working domains.

The data have been collected from the interviews is very important for two following reasons: the respondents who evaluated the e-government processes on the one hand are the participant of e-government process in its own way and on the other hand they are specialist on e-government related issues in their working domains. Therefore it can be said that the collected data enabled an in-depth analysis of the research question. The list of the Ministries and Public institution where the questionnaire research and the interview have been conducted is represented below.

Table 4.1 The list of the Ministries and Public institution where the questionnaire research and the interview have been conducted

Number	Ministries and Public Institutions
1	Ministry of Foreign Affairs of Georgia
2	Ministry of Regional Development and Infrastructure of Georgia
3	Ministry of Economy and Sustainable Development of Georgia
4	Ministry of Justice of Georgia
5	Ministry of Education, Science, Culture and Sport of Georgia
6	LEPL Public Service Hall
7	LEPL Data Exchange Agency
8	LEPL Revenue Service
9	LEPL Service Agency

10	Administration of Government of Georgia
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The public institutions for questionnaire study and interview were selected from the list of institutions which are providing e-services and including 48 public institutions. For the selection of the public institutions the method known as random selection has been used.

4.2.1. Limitations of Study

This research has some limitations that must be mentioned and acknowledged. First of all this research intends to enable the analyze of only following issues: to evaluate e-government process only in Georgia and to research the kind of contributions for Georgia's public administration which has already provided and will also be provided in the future as well by the e-government implementation.

The second limitation is related to outcomes, it must be mentioned that the outcomes of this research covers not the whole society, but only the individuals who are public servants and are working in public organisations as public officers. The research group consisted just with public servants therefore interview and questionnaire was applied only on public servants and not on people generally without the status of public servant.

The third limitation is related to the measurement, it should be mentioned that the questions were asked to the public servants during the interview and questionnaire intended to measure only perception of public servants and did not intended the technical measurement.

4.3. RESEARCH METHOD

The general structure of Georgian Public Administration System, the contributions and benefits provided by the implementation of e-government, the development phases of e-government implementation, implementation of e-government related initiatives by the Georgian Government and expectations from the e-government process are the issues which have already discussed in the above represented parts of this thesis. Questionnaire of this research consisted the question about the

contributions were provided by the e-government processes and also were asked what kind of contributions were provided for the functioning of public administration. With regards to the interview was conducted with the managers and specialists has included the following questions: which benefits were provided for the functioning of public administration by the implementing e-government; what are the expectations from the e-government processes; they were also asked what they did and still are doing in the institutions they are representing in order to supply e-government implementation. Therefore the content of data collection tools has been created is based on the basic topics were discussed in the theoretical parts of this thesis and literature review.

The representatives of the research group for questionnaire study have been tried to be reached through the e-mail and the feedback from all of them has been accomplished. With regards to the research group for interview the representatives of these public institutions primarily have been tried to be reached through e-mail and telephone and than an appointment has been taken for the date of interview. For the data collection one of the quantitative research form the face to face interview method has been used and with accordance of this method the interviewer has directly communicated with the respondents (managers and specialists) in accordance with the prepared questionnaire. The responses of managers and specialist to the questions they were asked have been recorded and transferred to the relevant part of this research.

4.3.1. Data Collection Method

In the context of this thesis the questionnaire and interview data collection methods are considered to be appropriate. Taking the thesis supervisor's opinion the assessment of questions for the questionnaire and interview research has been made. Among the various kinds of rating scales have been developed to measure attitudes directly the most widely used so called Likert's 5 Point Scale model for agreements (strongly disagree, disagree, uncertain, agree, strongly agree) has been used in order to analyze data. Therefore the 10 questions consisted with Likert's 5 point scale model questionnaire has been prepared.

In the questionnaire research not the technical measurement but the attitude has been measured. The questions for the questionnaire and interview were taken from the questionnaire and interview forms of master's thesis entitled as "E-Government Implementation in Public Administration of Azerbaijan" prepared by the Leyla SULTANLI (2016) under the supervision of Professor Dr. Mehmet Devrim AYDIN, who is also the supervisor of this thesis as well. Only the 9. Question from the questionnaire has been developed by the researcher.

As it was mentioned above the questions for interview has also taken from the Leyla SULTANLI's (2016) master thesis and the questions of interview has been developed by the Leyla SULTANLI under the supervision of Professor Dr. Mehmet Devrim AYDIN and totally including 6 questions. In accordance with the interview questions the managers and specialists were asked about the benefits provided by e-government implementation to their institutions; the current e-government process of Georgia is at which of e-government development stages; what kind of activities they did in order to accelerate the process needed for e-government projects implementation; what kind of changes or additions they would like to add in the e-government strategy or in the current e-government projects of Georgia; what kind of obstacles they faced in during the process of e-government projects implementation; and finally they were asked about their next 10 years expectations related to e-government implementation in their institutions. The questions for questionnaire and interview prepared for the E-Government Implementation in Public Administration of Georgia research are represented below.

Table 4.2 Questionnaire Form for the Research on E-Government Implementation in Public Administration of Georgia

1	The result of e-government projects implementation in the public sector is reduction of bureaucracy
2	The result of e-government projects implementation in the public sector is increased quality of public services
3	The result of e-government projects implementation in the public sector is provision of 24/7 services

4	The result of e-government projects implementation in the public sector is the simplified access to information
5	The result of e-government projects implementation in the public sector is increased efficiency of public service delivery
6	The result of e-government projects implementation in the public sector is ensured equality of opportunity in access to public services
7	The implementation of e-government projects can provide the insurance of transparency phenomenon
8	The result of e-government projects implementation in the public sector is more convenient communication among the state institutions
9	Implementation of e-Government projects can reduce the possible incidents of bribery
10	Implementation of e-Government projects in public sector can accelerate the bureaucratic procedures

Table 4.3 Interview Form for the Research on E-Government Implementation in Public Administration of Georgia

1	At which stage of development can be considered existing e-government process in Georgia nowadays?
2	What kind of activities is used to be done by your organization in order to accelerate the time required for the e-government projects implementation?

3	What benefits are supplied for your organization by the e-government implementation?
4	What would you like to change or add in the e-government strategy or in the current e-government projects?
5	What are the obstacles you have met with, during the implementation process of e-government projects?
6	What are your expectations with respect to e-government for the next 10 years?

4.4. ANALYSIS

In the following parts of this thesis the results and the data have been collected from the questionnaire and interview was conducted with accordance to this research and the way how the data were analyzed will be mentioned in depth.

4.4.1. Assessment of Questionnaire

The reliability of findings on the questionnaire was assessed according to Cronbach's Alpha method. If there are the three or more options of answers to the test questions in this condition the alpha coefficient developed by the Cronbach is frequently used. It is mentionable that the Cronbach's Alpha is most commonly used when researcher wants to assess the internal consistency of a questionnaire that is made up of Likert's 5 Point Scale and all items are responded to on a Likert's scale of 1-5 where the 5= Strongly agree and 1= Strongly disagree (Streiner, 2003:4). As it was stated above the questionnaire for this research was prepared up of Likert's five point Scale therefore the reliability analysis of this questionnaire was assessed according to Cronbach's Alpha method. The reliability was assessed for each of the expression and represented in the below tables. The frequency distribution of responses to survey questions has

been made separately for each of the variable and the results for each of the expressions also were presented with the tables below.

4.4.1.1. Results

The results of the analysis are represented in the following paragraphs of this study.

4.4.1.1.1. Reliability Analysis

Table 4.4 Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.803	10

According to the reliability analysis the coefficient of Cronbach's Alpha is 0.803. The results of the analysis have been obtained for each of expressions is represented in the following tables:

Table 4.5 Reliability Analysis Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Qu1	33.60	27.232	.412	.796
Qu2	33.35	27.563	.549	.779
Qu3	33.75	27.361	.443	.791
Qu4	33.24	30.184	.316	.802

Qu5	33.50	28.030	.556	.779
Qu6	33.93	26.328	.535	.779
Qu7	33.70	27.061	.546	.778
Qu8	33.39	28.159	.506	.784
Qu9	34.18	26.917	.534	.780
Qu10	33.69	28.176	.427	.792

As it is clear from the table represented above the Cronbach Alpha value of the survey questions was found as 0.836.

4.4.1.1.2. Review of the Findings

The findings for each variable in the questionnaire which has been applied to 100 public servants were given separately in the following paragraphs of this research. Findings, that is the percentage distributions of responses to the statements is represented in the tables. In the following parts of this thesis the main variables of questions are acknowledged as headings and the analysis results are presented under these headings, findings have been obtained are also reviewed under these headings.

4.4.1.1.2.1. Reduction of Bureaucracy

Table 4.6. The percentage distribution of the answers were given to the following question: “The result of e-government projects implementation in the public sector is reduction of bureaucracy”

Table 4.6 Reduction of bureaucracy

	Frequency	Percent	Valid Percent	Cumulative Percent
Vali Strongly Disagree	4	4.0	4.0	4.0

d	Disagree	14	14.0	14.0	18.0
	Uncertain	13	13.0	13.0	31.0
	Agree	39	39.0	39.0	70.0
	Strongly Agree	30	30.0	30.0	100.0
	Total	100	100.0	100.0	

“The result of e-government projects implementation in the public sector is reduction of bureaucracy” on this question the 4% of participants answered as “Strongly Disagree”, 14% as “Disagree”, 13% as “Uncertain”, 39% as “Agree” and 30% as “Strongly Agree”. According to the statistic results it is understandable that the participants consider that the result of the e-government projects implementation in the public sector is reduction of so called paperwork.

4.4.1.1.2.2. Increase of Service Quality

Table 4.7 the percentage distributions of the answers were given to the following question: “The result of e-government projects implementation in the public sector is increased quality of public services”.

Table 4.7 Increase of service quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	8	8.0	8.0	9.0
	Uncertain	8	8.0	8.0	17.0
	Agree	54	54.0	54.0	71.0
	Strongly Agree	29	29.0	29.0	100.0

Table 4.7 the percentage distributions of the answers were given to the following question: “The result of e-government projects implementation in the public sector is increased quality of public services”.

Table 4.7 Increase of service quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	8	8.0	8.0	9.0
	Uncertain	8	8.0	8.0	17.0
	Agree	54	54.0	54.0	71.0
	Strongly Agree	29	29.0	29.0	100.0
	Total	100	100.0	100.0	

“The result of e-government projects implementation in the public sector is increased quality of public services” on this question the 1% of participants answered as “Strongly Disagree”, 8% as “Disagree”, 8% as “Uncertain”, 54% as “Agree” and 29% as “Strongly Agree”. Regarding to this statistic results it can be said that participants consider that the implementation of e-government projects in the public sector can supply the increase of services quality. It is also noteworthy that 83% (“Agree” + “Strongly Agree”) of participants agree the fact that the e-government projects implementation in the public sector is increased quality of public services and Such a highest percentage indicator can be explained by the fact that e-government projects implementation in the public sector is really provided the increased quality of public services.

4.4.1.1.2.3. 24/7 Service Nonstop Available Any Time and Usually Every Day

Table 4.8. the percentage distributions of the answers were given to the following question: “The result of e-government projects implementation in the public sector is provision of 24/7 services”.

Table 4.8 24/7 service nonstop service available any time and usually every day

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	3.0	3.0	3.0
Disagree	15	15.0	15.0	18.0
Uncertain	20	20.0	20.0	38.0
Agree	41	41.0	41.0	79.0
Strongly Agree	21	21.0	21.0	100.0
Total	100	100.0	100.0	

“The result of e-government projects implementation in the public sector is provision of 24/7 services” on this question the 3% of participants answered as “Strongly Disagree”, 15% as “Disagree”, 20% as “Uncertain”, 41% as “Agree” and 21% as “Strongly Agree”. According to the statistic results it can be said that the noteworthy percentage of participants consider that e-government projects implementation in the public sector cannot provide the 24/7 services delivery. However the percentage of participants who considers that e-government implementation can provide non-stop 24/7 services still proceeded the percentage of contrary answers.

4.4.1.1.2.4. Simplified Access to the Information

Table 4.9. The percentage distributions of the answers were given to the following question: “The result of e-government projects implementation in the public sector is the simplified access to information”.

Table 4.9 Simplified access to the information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	5.0	5.0	5.0
	Uncertain	9	9.0	9.0	14.0
	Agree	54	54.0	54.0	68.0
	Strongly Agree	32	32.0	32.0	100.0
	Total	100	100.0	100.0	

“The result of e-government projects implementation in the public sector is simplified access to information” on this question the 5% of participants answered as “Disagree”, 9% as “Uncertain”, 54% as “Agree” and 32% as “Strongly Agree”. According to the statistic results it is noteworthy that none of the participants answered to this question as “Strongly Disagree” and the remarkable percentage of participants considers that e-government projects implementation in the public sector provided simplified access to information.

4.4.1.1.2.5. Increased Efficiency in the Delivery of Public Service

Table 4.10. The percentage distributions of the answers were given to the following question: “The result of e-government projects implementation in the public sector is increased efficiency of public service delivery”.

Table 4.10 Increase efficiency in the delivery of public service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	5	5.0	5.0	6.0
	Uncertain	19	19.0	19.0	25.0
	Agree	56	56.0	56.0	81.0
	Strongly Agree	19	19.0	19.0	100.0
	Total	100	100.0	100.0	

“The result of e-government projects implementation in the public sector is increased efficiency of public service delivery” on this question the 1% of participants answered as “Strongly Disagree”, 5% as “Disagree”, 19% as “Uncertain”, 56% as “Agree” and 19% as “Strongly Agree”. According to the statistic results it is noteworthy that only 1 person of participants answered this question as “Strongly Disagree” and the most of participants (“Agree” + “Strongly Agree”, 75%) consider that e-government projects implementation in the public sector can provide an increased efficiency of public service delivery.

4.4.1.1.2.6. Ensured Equality of Opportunity in Access to Public Service

Table 4.11. The percentage distributions of the answers were given to the following question: “The result of e-government projects implementation in the public sector is ensured equality of opportunity in access to public services”.

Table 4.11 Ensured equality of opportunity in access to public services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	20	20.0	20.0	23.0
	Uncertain	24	24.0	24.0	47.0
	Agree	36	36.0	36.0	83.0
	Strongly Agree	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

“The result of e-government projects implementation in the public sector is ensured equality of opportunity in access to public services” on this question the 3% of participants answered as “Strongly Disagree”, 20% as “Disagree”, 24% as “Uncertain”, 36% as “Agree” and 17% as “Strongly Agree”. Regarding to the statistic results almost half percentage (“Strongly Disagree”+”Disagree”+”Uncertain” 47%) of participants consider that e-government projects implementation in the public sector cannot provide the ensured equality of opportunity in access to public services.

4.4.1.1.2.7. Ensuring Transparency

Table 4.12. The percentage distributions of the answers were given to the following question: “The implementation of e-government projects can provide the insurance of transparency phenomenon”.

Table 4.12 Ensuring transparency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	13	13.0	13.0	15.0
	Uncertain	17	17.0	17.0	32.0
	Agree	52	52.0	52.0	84.0
	Strongly Agree	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

“The implementation of e-government projects can provide the insurance of transparency phenomenon” on this question the 2% of participants answered as “Strongly Disagree”, 13% as “Disagree”, 17% as “Uncertain”, 52% as “Agree” and 16% as “Strongly Agree”. According to the statistic result it can be said that the considerable percentage (“Agree”+“Strongly Agree”, 68%) of participants think that e-government projects are able to provide the insurance of transparency phenomenon.

4.4.1.1.2.8. More Convenient Communication among the Government Agencies

Table 4.13. The percentage distributions of the answers were given to the following question: “The result of e-government projects implementation in the public sector is more convenient communication among the state institutions”.

Table 4.13 More convenient communication among the government agencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	4	4.0	4.0	6.0
	Uncertain	13	13.0	13.0	19.0
	Agree	56	56.0	56.0	75.0
	Strongly Agree	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

“The result of e-government projects implementation in the public sector is more convenient communication among the state institutions” on this question the 2 persons of participants answered as “Strongly Disagree” the 4% answered as “Disagree” while the 13 participant replied as “Uncertain” the noteworthy percentage of participants the 56% noted that they agreed that e-government projects implementation in the public sector can provide more convenient communication among the state institutions and 25 participants noted there response as “Strongly Agree”.

4.4.1.1.2.9. Decreased Bribery

Table 4.14. The percentage distributions of the answers were given to the following question: “Implementation of e-Government projects can reduce the possible incidents of bribery”.

Table 4.14 Decreased bribery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	16	16.0	16.0	23.0
	Uncertain	33	33.0	33.0	56.0
	Agree	39	39.0	39.0	95.0
	Strongly Agree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

“Implementation of e-Government projects can reduce the possible incidents of bribery” on this question the 7% of participants answered as “Strongly Disagree”, the 16% of them answered as “Disagree”, while the 30 participants stated that they neither agree or disagree that e-Government projects can reduce the possible incidents of bribery, the 39% of participants thinking and noted their answers as “Agree”, however only 5 participants from total 100 responded this question as “Strongly Agree”.

4.4.1.1.2.10. Increase the Speed of Bureaucracy Procedures

Table 4.15 The percentage distributions of the answers were given to the following question: “Implementation of e-Government projects in public sector can accelerate the bureaucratic procedures”.

Table 4.15 Increase the speed of bureaucracy procedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	11	11.0	11.0	13.0
	Uncertain	22	22.0	22.0	35.0
	Agree	47	47.0	47.0	82.0
	Strongly Agree	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

“Implementation of e-Government projects in public sector can accelerate the bureaucratic procedures” on this question the 65 (“Agree” + “Strongly Agree”) participants agreed and consider that implementation of e-Government projects in public sector can accelerate the bureaucratic procedures, 22% noted their answers on this question as “Uncertain”, the 11% responded as “Disagree” and just 2 person said that they “Strongly Disagree”.

4.4.2. Assessment of Interviews

Another research method has been used in this thesis for the data collection is interview, which was conducted with the managers and specialists who are responsible to implement e-government related initiatives in the public institutions they are working in. The information about the interview questions and the public institutions where the interview has been conducted and other interview related information have been represented in depth in the above paragraphs of this research. Therefore this part of the thesis will focus on responses were given to the interview questions, also will represent the review on regarding responses.

4.4.2.1. Development Stages of E-government Implementation

As is was discussed in the second chapter of this thesis, the e-government implementation is not a only one-stage process but the e-government implementation is an evolutionary practice which encompasses more than one development stages. The discussion on several models of development stages of e-government implementation have been represented in the second chapter of this research with accordance to the scholars who are the authors of this development stage models. In the first question of this interview the managers and specialist were asked about “at which stage of development can be considered existing e-government process in Georgia nowadays?” This question was answered in accordance to 5 stages model of e-government development accepted by the Georgia Governmental Commission which is responsible to develop the strategic plan of e-government implementation in Georgia and also provide the introduction of e-government processes in Georgia. The majority of interview respondents stated that the current e-government process in Georgia is at the fourth stage of development. The fourth stage of development according to above mentioned 5 stage model is defined as following: at this stage users are able to interact with the governments, for example at this stage citizens are enabled to complete and submit e-application forms, to receive several kinds of document (licenses, certifications etc.) via the internet, at the same time they are enabled to benefit from the e-service offered by the public institutions for instance to make an online payments.

During the interview process one of the respondents while the answering the question about “at which stage of development can be considered existing e-government process in Georgia nowadays?” mentioned that at very first stages of e-government projects implementations the governmental organization the respondent was working at faced with some challenges and one of them was related to bureaucracy reduction, as respondent mentioned at the beginning of implementing first e-government related project they intended to provide the bureaucracy redaction in the means of paper work reduction and time saving and in accordance digitalized the procedure of birth certificate receiving, however since they measured the times needed for older the paper based and the new one digitalized procedure, they mentioned that the digitalized birth certificate receiving caused very different and even controversial

result from that one which they expected to happen. Literally the digitalized procedure of birth certificate receiving required more time than older the paper based procedure, particularly as respondent mentioned the paper based procedure needed 10 minutes while the digitalized procedure took 25 minutes. Since that time the respondent and the organization where has been working, made decision not to simply digitalize the procedures but reform and restructure this procedures by using the ICTs. As a consequence as respondent mentioned, since they started restructuration of public services instead of just digitalization they have achieved actual progress in e-service delivery and generally in e-government implementation.

4.4.2.2. Activities Accelerating the Implementation of E-Government Projects

In the Second question of this interview the managers and specialist were asked about “what kind of activities is used to be done by their organization in order to accelerate the time required for the e-government projects implementation?” This question was answered by the managers and specialist and it is mentionable that major of respondents mentioned the activities have already done and are still ongoing in order to accelerate the implementation of e-government projects. These activities are as following:

- Development and strengthening the technical infrastructure (implementation of state program for optical fiber infrastructure development and to provide especially the high mountain regions with fast internet access in order to overcome the digital inequality in Georgia);
- Organizing the regular training programs for the related staff;
- Establishing and development of the necessary regulatory legal framework;
- Broadcasting the e-service related programs or information via the TV and radio in order to inform citizens and also to increase their interest toward the e-services;
- Equipping related units with the necessary ICTs.

4.4.2.3. The Benefit of E-Government Implementation

The third question of this interview asked to the respondents was as following: “What benefits are supplied for your organization by the e-government

implementation?” The list of the benefits is listed below is based on the benefits were most frequently mentioned by the managers and specialist during the interview:

- Time-saving (10)
- Increased service quality (10)
- Reduction of the Bureaucracy (9)
- Increased citizens satisfaction (9)
- Convenient access to government services (8)
- Cost-saving (7)
- Transparency (7)
- Facilitated work of civil servants (7)
- Quick access to information (7)
- More convenient communication among the government institutions (6)
- Accountability (5)

One of the important points was mentioned by the major of respondent during the interview was related to the benefits as they mentioned the implementation of e-government projects supplies the benefits not for the citizens only but for the business also for the employees and for the government institutions as well.

During the answering benefits related question one of the interview participants highlighted an increased citizen's satisfaction and explained that the organization where working in, along with the other services also deliver the passport related services, as respondent explained at first they provided the electronic application form for passport requirement and since that they created the SMS application, according to which the organization is sending SMS to users mobile phone and announce about the accomplishment of passport issues and the date of delivery. As a respondent said the users were impressed and satisfied by the fact that governmental organization cared about them to inform and remind them the date of passport delivery.

4.4.2.4. Changes would be liked to made into the current e-government projects

The fourth question of this interview asked to the respondents was as following: “What would you like to change or add in the e-government strategy or in the current

e-government projects?” the majority of the respondents answered this question as following:

- To increase the number of services is available online;
- To increase information provision on digitally provided services;
- Supplying the feedback of users and incorporating the comments

The desire of managers and specialist related to the increased number of e-services can be explained by the fact that they understood the significance of e-government benefits and meaning of important changes provided by the e-government projects implementation. Consequently they are interested in to provide the more developed and increased number of digital services.

As one of the respondents mentioned would be liked to change the e-documentary exchange system which currently existing in Georgia’s public administration system. In particular as respondent mentioned the all governmental institution in Georgia has its own software bases to supply vertical e-documentary exchange however as participant mentioned in order to provide accelerated procedure of e-document sharing not only at vertical but also at horizontal level among the public organisations it will be good to provide common e-documentary exchange software bases.

4.4.2.5. Obstacles in the E-Government Projects Implementation Process

“What are the obstacles you have met with, during the implementation process of e-government projects?” the answers to this question have been given by the interview participants can be listed as following:

- Budgetary challenges to e-government development (lack of funding for e-government projects);
- Infrastructure related challenges;
- Organisational challenges related to the benefits realization (unqualified human resource and lack of management understanding of the potentials of e-government);
- Ensure the staff to accept to the innovations

During the interview process one of the participants mentioned that within the process of e-government implementation the major challenge faced with was related to the insurance of the staff in order to accept the innovations. As interview participant explained during the e-government implementation process had to make a change three times in the staff with whom was working on e-government related issues. As respondent highlighted, “the most problematic was working with lawyers and as a reason participant stated the scholastic perspectives of Lawyers and generally their pessimism and negative attitudes towered the innovations”. As the respondent explained one of the issues which caused the controversy in the staff, related to the notary, in particular the citizens of Georgia were living abroad and needed to conduct notary related activities were have to come back to home-country or to visit Consulates of Georgia. However notary procedures in Consulates of Georgia were very purely processed therefore number of complainants was increasing. The one of the managers interview was applied with mentioned that, “in order to overcome to this challenge produced and implemented the innovative and unique idea the project so called e-notary”. It is noteworthy that Georgia is a first and only country which has successfully implementing “E-Notary” the unique project or Skype notary as it is also called. In detailed information about the “E-Notary” project is represented in the third chapter of this study. As the respondent mentioned, “the capacity and opportunities of ICTs are enormous and managers are working e-government related issues have to work hard to create innovative services and supply citizens with simplified, effective and efficient governmental services”.

4.4.2.6. E-Government Related Expectations of Institutions

The last question of this interview has been asked to the participants is as following: “What are your expectations with respect to e-government for the next 10 years? “In their answers participants assessed that if the current e-government implementation process in the public sector will continue with the same dynamic in that case the significant changes are expected. In their answers participant also highlighted the positive trends are noticeable in the Georgian e-government implementation process. As major of participants mentioned the success that has already achieved will encourage the future development of e-government processes. As major of them

assessed for the next ten years almost all government services will be transformed to the electronic space and users will be able to benefit from all government services via the internet, in addition the respondents mentioned that in the next ten years the access to all electronic service will be possible via the various mobile platforms (iPhone, Android etc.).

One more e-government related expectation has been mentioned is about internet infrastructure development, as it was stated by the managers and specialist for the next ten years they are expecting that the internet access will be possible in every regions of Georgia where the internet service is not available nowadays. One more expectations is about users feedback, major of interview participants mentioned that for the next ten years the feedback mechanisms will be provided for users and incorporate the comments and consequently all service providers will introduce the voluntary questioner which will be completed by the users. The voluntary questioner will enable users to express their views on the services have already received or to express their opinions about the improvement of services. The opinions of users must be evaluated and aggregated results of this questionnaire should be available via the relevant websites.

CONCLUSION

The emergence and development of Information Technologies has fundamentally altered many aspects of daily life especially the emergence of internet and World Wide Web caused the huge impacts and changes including interactions with the government. The role of ICTs and Internet is remarkably increasing across the world and the new tendencies supplied by the so called internet revolution give rise to environment changes. In its term environmental changes accompanied with citizens and business demanded inspired and encouraged governments across the world to implement e-government initiatives and to provide the utilization of information technologies.

In order to supply improved public service delivery, to enable citizens to better access services, to provide the efficiency and effectiveness of services, to make information and services widely available to the citizens, to supply the reduction of costs and time saving, to provide transformation of G2G information and service integration into the electronic information sharing and integration, to encourage the e-Democracy by the supplying citizens online participation and provide the transparency Government worldwide intending to implement e-government initiatives in their public administration systems.

Nowadays the e-government is widely considered as the best tool for government to supply citizens and businesses with more convenient access to government information and services and in order to supply the better opportunities to participate in democratic institutions and processes via the using ICTs especially through web-based internet applications. E-government is also considered as the best way to overcome the obstacles governments across the world are faced with. On account of above represented advantages and benefits of e-government many countries across the world both of developed and developing countries are supporting and implementing e-government initiatives in their government systems.

Government of Georgia intending to improve and supply the transparency, efficiency, effectiveness and accountability of Georgian public administration system therefore since 2004 developing and implementing several e-government related initiatives and projects. Since the 1991, several reforms were announced, launched and implemented through the public administration system of Georgia and one of the main purposes was to introduce Information and Communication Technologies within the public administration and to develop e-government initiatives throughout the Georgia Public Administration. The major purposes of Georgia during the implementing e-government initiatives are to supply their citizens and not only citizens with better service delivery, to increase the satisfaction of customers during the service delivery and to supply the transparency.

This study intended to research what kind of contributions have already provided and will be provided in the public administration of Georgia by the e-government implementation. For this purpose, historical development process of Georgia's Public Administration, the judicial system of Georgia and the current political and administrative system of country has been discussed in depth within the very first part of this thesis, in the second part of this research the review of e-government theoretical framework was represented while the third part of this study including the information about e-government implementation process in Georgia's Public Administration system and review of e-government related initiatives and projects have already implemented by the government of Georgia. The final part of this thesis including the field study carried out on E-Government Implementation in the Public Administration of Georgia and intended to evaluate the current situation of e-government implementation process in Georgian Public Administration System as well as aiming to research what kind of contributions have already provided and will be provided in the public administration of Georgia by the e-government implementation.

In the thesis which is composed with qualitative and quantitative research the literature review and the collected data from the research enabled an in-depth analysis of research question and as a result provides the possibility to develop some

conclusions and suggestion. At the end of the study the following results were reached:

1. Since the Georgia regained its independence up to present day several public administration reforms were launched and conducted by the Government of Georgia. As it was discussed in the very first chapter of this study over the centuries the public administration system of Georgia has been passes through the different processes, therefore it can be said that Georgia owns the state administration system which is characterized with the old and rich culture. Over the decades Georgia public administration system was under the governance of Russian Empire and more lately under the governance of Soviet Russia, during this period the governance of Georgia operated with accordance to Russian administration model. Only since the independence government of Georgia became enabled to establish and develop its own model of government institutions. Therefore since the independence government proclaimed several institutional and structural reforms and started working on development of corresponding legal and normative bases. The reforms have been proclaimed by the government of Georgia were related to almost all governmental institutions and included all state spheres however based on the study it can be said that the early years of independence of Georgia Republic were dramatically complicated and in spite some considerable changes country still suffered from the critical social and economical problems. Public institutions were operated in inefficient way and in general administration system did not focused on public needs and interests, the government system was characterized with the highly centralized model, consequently the activity of local authorities typified with low efficiency. At the given period of time the state was only employer and this fact gave rise to nepotism and corruption in the public sector. Despite of some noteworthy changes until the 2003, the social and economical problems were still remained unsolved. Since the 2003 the new era has been started for the public administration system. Georgia's Government proclaimed and launched active and radical reforms of public administration system in order to supply and increase flexibility, effectiveness and efficiency of public sector, to minimize cases of corruption, to develop the corresponding legal and normative bases and to increase the transparency of government activities.

As a result of the reforms were carried out by the government of Georgia throughout the public administration system currently the power of government in Georgia is separated and divided into different branches and each of these branches are independent body with its own power and responsibilities and this model preventing the concentration of political power to one central ruling body in other words preventing the abuse of power. The power in Georgia is divided into the central and local level of government and the competences of them are determined with accordance to the constitution of Georgia.

2. Georgia believes that building the Information Technology (IT) infrastructures is necessary to support the constant evolution of processes in the e-government implementation. Another outcome of this study is related to main subject of this thesis which is the implementation of e-government. In order to study an e-government process in Georgia, all e-government related literature, surveys, statistics and reports have been prepared by the national and international organizations were examined. With accordance to the recently mentioned literature which have been discussed within the previous chapters of this study it can be said that the government of Georgia is aware of the importance and necessity of IT infrastructure and working hard to create an IT infrastructure that is optimized to support all requirements for e-government successful implementation. In accordance of the study it can also mentioned that in order to support the building of IT infrastructure government of Georgia developed and established necessary public policies and regulations.

3. Government of Georgia strongly supports the process of e-government implementation. The advantages are provided by the implementation of e-government were discussed in the previous parts of this study, in regards to the examined e-government related literature implementation of Electronic Government enables government to offer an increased portfolio of public services to citizens in an efficient and cost effective manner, as well as supplies transparency of government activities and facilitates better communication between the Government to Government and Government to Business. As government of Georgia is aware of the recently represented advantages of implementing e-government in the public

administration system is working hard to support the implementation of e-government initiatives successfully. This outcome can be strengthened by the answers of respondents were given to the questions of interview was conducted with accordance of this study. During the interview process, almost all respondents mentioned that the government of Georgia has always strongly supported implementation of e-government and giving the political and financial support to the institutions during the implementing e-government initiatives and projects.

4. The government of Georgia is enthusiastic and determined in order to offer all public services provided by the public institutions to citizens electronically.

Another outcome of this thesis which intended to conduct the research in order to evaluate e-government implementation process in the public administration of Georgia related to the willing of government to transfer all public services into the electronic services. This outcome can be strengthened by the answers of respondents were given to the questions of interview was conducted with accordance of this study. With accordance to the interview question respondent were asked “what are your expectations with respect to e-government for the next 10 years?” it is mentionable that all participant of this interview noted that in the next years government will be able to offer all public services electronically to their users. It is also noteworthy that in all e-government related strategy documents and plans developed by government of Georgia is always remarked importance of increased portfolio of electronically available public services.

5. All three: the public, the government and the participants of the interview were conducted with accordance of this research study have favorable expectations from the e-government implementation process.

As it was mentioned in the fourth part of this thesis the main purpose of the field study of this study is to find out the constitutions to public administration supplied by the e-government implementation. In regards to the finding of field study conducted with the menageries and specialists, also in accordance to the public and government viewpoints it can be said that all of them have important expectations from the e-government implementation process. Despite of the fact that implementation of e-government is ongoing process in public administration of Georgia the remarkable

confidence in e-government initiatives can be a consequence of significant contributions were supplied up to the present day by the implementing e-government in the public administration of Georgia.

The interview question related to the advantages supplied by the e-government implementation and the questions of questionnaire research were also related to the e-Government's benefits generally have been evaluated favorable by the participant of research.

6. The general attitude toward the e-government implementation in Georgia can be evaluated successfully. Based on the findings of the research study the attitude toward the e-government implementation process in Georgia can be evaluated in a successful way. This outcome can be encouraged by the researches and surveys conducted by the international organisations and institutions in order to assess e-government process in accordance of several indexes. The developing dynamic of e-government development in Georgia can be observed in regards to international surveys which are represented in detail within the third part of this study.

Considering the results of this study, some suggestions could be made to the government of Georgia which implementing e-government process in the public administration of Georgia. It is noteworthy that the following advices may be useful for the further development of current e-government implementation process in Georgia. Suggestions were developed and proposed are as following:

1. Development of common software bases can supply more accelerated process of e-document sharing between the institutions and increase the exchange of information among the government institutions. As a consequence will provide better communication between the governmental institutions and encourage G2G interaction model.
2. Institutionally characterized proactive publication policy of open data can supply the better electronic transparency of public institutions.
3. Creation of separate web site which will enable citizens to connect with all administrative bodies, will also supply electronic review and execution of

administrative cases, as well as allows the citizens to send notifications related to corruption, also provides send of requests, submissions, control of electronic letters and in addition provide the produce of discussions related to social and political issues will provide the better electronic involvement of citizens. Therefore will supply the better interaction between the Citizen and Government as well as provide the citizens involvement in government processes and supply e-democracy.

4. Introduction and development of some proactive services, when service are formed and realized automatically without any statement can supply the De-bureaucratization and simplified state services. As well as will supply more efficient and effective public service delivery and more user-friendly government services.

As it was mentioned in the limitations of this study this research intended to measure the perception of only the individuals who has the status of public servants and working in public agencies, however in the perspective studies the researchers can pay their attentions and focus on the perception of people the society which are the users of e-government supplied services and measure their perceptions.

In conclusion based on the study it can be mentioned that government of Georgia successfully implemented e-government related initiatives and projects throughout the Georgian public administration system therefore the contributions have been reached to the public administration system up to the present day are remarkable and noteworthy. In addition it also can be said that if government of Georgia will continue implementation of e-government initiatives with accordance to the already developed e-government related strategies in this case the in the future noteworthy changes expected to be observed.

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Enstitünüz Siyaset Bilimi ve Kamu Yönetimi (Kamu Yönetimi) Anabilim Dalı yüksek lisans programı öğrencilerinden **Natlia CHALIGAVA**'nın **Prof. Dr. Mehmet Devrim AYDIN** danışmanlığında yürüttüğü **"Gürcistan Kamu Yönetiminde E-Devlet Uygulamaları"** başlıklı tez çalışması, Üniversitemiz Senatosu Etik Komisyonunun **20 Şubat 2018** tarihinde yapmış olduğu toplantıda incelenmiş olup, etik açıdan uygun bulunmuştur.

Bilgilerinizi ve gereğini rica ederim.

Prof. Dr. Rahime M. NOHUTCU
Rektör a.
Rektör Yardımcısı

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SOSYAL BİLİMLER ENSTİTÜSÜ
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