



# **DIGITAL TRANSFORMATION OF GEORGIA:** PROACTIVE STEPS TOWARD EU ACCESSION

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**PROGRAM**

**APRIL 28, 2022**



#GeoDigital

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**HYBRID CONFERENCE**

**TBILISI, GEORGIA**

Radisson Blu Iveria Hotel





Institute for Development  
of Freedom of Information

Supported by  
**Luminate**



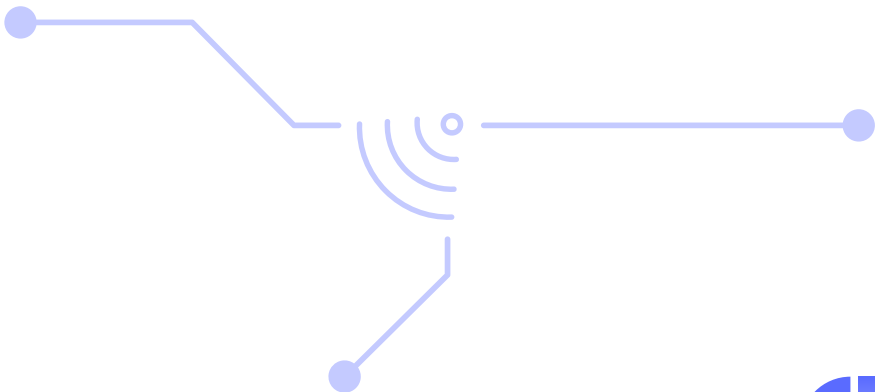
# WELCOME TO INTERNATIONAL HYBRID CONFERENCE

## DIGITAL TRANSFORMATION OF GEORGIA: PROACTIVE STEPS TOWARD EU ACCESSION

Digital Transformation of Georgia: Proactive Steps Toward EU Accession - is an international hybrid conference on digital transformation to be held on April 28, 2022. The conference is organized by the Institute for Development of Freedom of Information (IDFI), in cooperation with the Open Government Partnership (OGP), with the support of the global philanthropic organization, Luminate.

The conference aims to contribute to good governance and digital transformation reforms in Georgia by exchanging best practices, especially from Western, Central, and Southern European countries, and fostering debate on the digital transformation of public services, EU standardization, and key enablers and challenges of the digital ecosystem needed for effective digital transformation.

The event intends to do this by engaging local and international experts and all relevant stakeholders from various sectors around several key-related issues: digitalization of public services, public sector modernization, effective digital transformation, necessary digital ecosystem, EU standardization, and ambitious reforms in these regards.



## CONTEXT

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On March 3, 2022, the Georgian government formally applied for EU membership. On April 11, the European Commission issued a questionnaire consisting of 369 questions to Georgia. The country has one month to complete this extensive document. Based on the questionnaire, the European Commission will prepare an opinion on the country's application for EU membership, on the basis of which the country may be granted candidate status. The questionnaire addresses key areas and reforms, such as public administration, institutional arrangements, service delivery, justice, the fight against corruption, and the protection of human rights and fundamental freedoms. These developments led to the expectations that in the process of deepening cooperation with the EU, reform agendas in various areas will be reactivated.

The modernization of the public sector and the improvement of the delivery of public services have always played an essential role in terms of European integration and approximation to European standards. The Coronavirus pandemic has also shown the need for reform in this regard. To increase the efficiency and flexibility of the public sector, it is important to further enhance digital transformation. In this process, it is necessary to take into account the experience and good practices of other countries. Emphasis should be placed on those countries that have already successfully completed the European integration process, as well as those that are currently in the negotiation process. It will be important to consider their achievements and challenges/lessons learned.

Therefore, the conference aims to discuss good practices, main trends, as well as challenges and opportunities for Georgia in the field of public sector modernization and transformation using new technologies. The main topics of discussion at the conference will be: digitization and use of public services; creating favorable conditions/environment for digital transformation; and Georgia's opportunities and challenges in the digital transformation of the public sector.



# CONFERENCE AGENDA

**DATE:** APRIL 28, 2022  
**VENUE:** THE RADISSON BLU IVERIA HOTEL  
**ADDRESS:** FIRST REPUBLIC SQUARE, TBILISI, GEORGIA, 0108  
**ONLINE REGISTRATION:** <https://bit.ly/3ExetfC>

**ALL TIMES ARE LISTED IN GET (UTC/GMT +4 HOURS)**

**THURSDAY, APRIL 28, 2022**

**ROOM:** BALLROOM #3

**12:30-13:00** REGISTRATION / WELCOME COFFEE & TEA

**13:00-13:10** OPENING REMARKS

- **Mr. Giorgi Kldiashvili**, Executive Director, Institute for Development of Freedom of Information (IDFI)

**13:10-14:10** DIGITALIZATION OF PUBLIC SERVICES: AMBITIOUS REFORMS FOR PUBLIC SECTOR MODERNIZATION AMID THE INTEGRATION WITH THE EU

**MODERATOR** **GIGA PAICHADZE**, Digital transformation Adviser and Expert

- **Ms. Veronica Cretu**, Envoy of the Open Government Partnership (OGP) and member of Council of Europe Committees: Committee on AI and Access Info Group (Tromso Convention)
- **Ms. Katrin Nyman-Metcalf**, Senior Expert of Legal Framework, e-Governance Academy
- **Mr. Joel Kotsjuba**, Head of Service Design of Digital Public Services, Ministry of Economic Affairs and Communications for Estonia
- **Ms. Nana Tsiklauri**, “Supporting Public Administration Reform (PAR) in Georgia” Project Manager, UNDP Georgia

14:10-15:10

## DIGITAL ECOSYSTEM FOR EFFECTIVE DIGITAL TRANSFORMATION: KEY ENABLERS AND CHALLENGES

**MODERATOR** **MR. DAVID ERISTAVI**, Analyst, Institute for Development of Freedom of Information (IDFI)

- **Ms. Natalia Carfi**, Executive Director, Open Data Charter
- **Mr. Nikoloz Gagnidze**, Chairman, National Cyber Security Association
- **Ms. Kimberly Johns**, Senior Public Sector Specialist, The World Bank
- **Ms. Emily Middleton**, Partner - International Development, Public Digital
- **Ms. Piret Saartee**, Senior Expert on Smart Governance, e-Governance Academy

15:10-16:10

## LUNCH

16:10-17:10

## PROSPECTS FOR GEORGIA: MOMENTUM FOR ACCELERATING PUBLIC SECTOR MODERNIZATION REFORMS

**MODERATOR** **MS. TEONA TURASHVILI**, Local Government & Internet and Innovations Directions Head, Institute for Development of Freedom of Information (IDFI)

- **Ms. Nata Goderdzishvili**, Chief Cybersecurity Expert
- **Mr. Irakli Gvenetadze**, CEO, Digital Transformation Center
- **Mr. Rati Skhirtladze**, Founder, Data Analysis Laboratory

17:10-17:20

**WRAP UP / FINAL REMARKS**

➤ **Mr. Giorgi Kldiashvili**, Executive Director, Institute for Development of Freedom of Information (IDFI)

17:20-18:30

**RECEPTION**

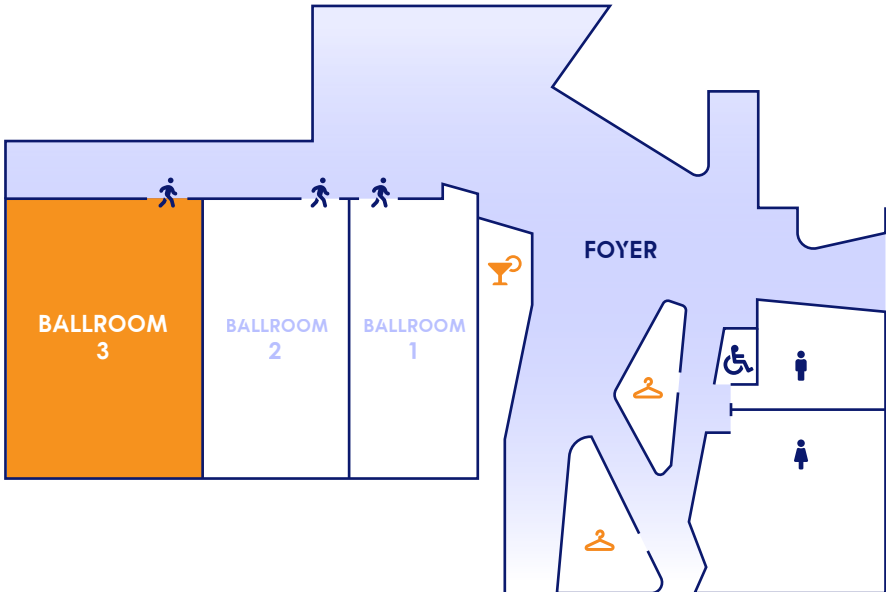
**TRANSLATION**

Speakers for the first two panels will deliver speeches in English, while the third-panel discussion will be held in Georgian. Simultaneous English-Georgian translation will be provided throughout the conference.

**LIVESTREAM**

The conference will be live-streamed on IDFI's Facebook [page](#). Online participants will attend through the Zoom platform.

**MAP**



# SPEAKERS



**MR. Giorgi KLDIASHVILI**

Executive Director, Institute for Development of Freedom of Information (IDFI)

Giorgi Kldiashvili is a founding member and Executive Director of the Institute for Development of Freedom of Information (IDFI). He has over nine years of experience working on openness and transparency issues in Georgia and internationally. He has been carrying out projects, studies, assessments, and training for different international organisations and foundations. Giorgi Kldiashvili is an author of a number of publications related to access to information, anti-corruption policy and good governance, accountability and transparency, e-Governance and e-Democracy, open data, civil service and public administration, media, and the internet.

Giorgi Kldiashvili was a CSO Steering Committee Member of the Open Government Partnership (OGP).



**MR. GIGA PAICHADZE**

Digital transformation Adviser and Expert

Specialising in digital transformation, business process improvement, product and service development, digital marketing, and communications, Giga has more than 15 years of experience in project management; 10 years in IT project management using Agile technologies.

He is a lecturer, trainer, and mentor in digital media and technologies at the State University of Tbilisi, Georgian Technical University, Georgian Institute of Public Affairs, and International Black Sea University. Giga provides consulting on strategic marketing, including digital technologies for different NGOs and private companies.





### MS. VERONICA CRETU

Envoy of the Open Government Partnership (OGP) and member of Council of Europe Committees: Committee on AI and Access Info Group

Veronica has an established track record working in open government, e-government, open data, AI and Internet Governance, gender equality, and advocacy, by building on more than 20 years of experience in Moldova, as well as across EaP, Western Balkans, Central Asia countries.

She has been leading national open government efforts between 2012-2022, by acting as a co-chair of the Moldovan Coordination Committee on Open Government. Veronica is currently representing Moldova in two Council of Europe Committees: Committee on AI and Access Info Group (Tromso Convention).

Veronica has worked with several international organisations on various assignments related to public sector reform, digital transformation, good governance, open data, among which the World Bank, UNFPA, OSCE, UNDP, Council of Europe, OCP, University of Central Asia, Global Data Barometer, and others. In December 2020, Veronica was included in the list of 21 Digital4Development influencers to follow in 2021 by [European Digital Network Alliance](#).

# SPEAKERS



## MS. KATRIN NYMAN-METCALF

Senior Legal Expert, e-Governance  
Academy

Katrin Nyman-Metcalf, Adjunct Professor of Communications Law, Tallinn University of Technology, Estonia, is also active globally as a consultant on legal issues related to digital matters like cyber security, e-governance, and human rights in the digital environment as well as media-related legal issues. She is a Senior Legal Expert at the Estonian e-Governance Academy and Chairman of the Supervisory Board of the Estonian Human Rights Centre. Professor Nyman Metcalf has published extensively on issues related to law and technology, human rights – especially freedom of expression - and regional integration. Her Ph.D. (1999, Uppsala University, Sweden) is on the law of outer space.



## MR. JOEL KOTSJUBA

Head of Service Design of Digital Public  
Services, Ministry of Economic Affairs  
and Communications for Estonia

In 2021, Joel Kotsjuba joined the Ministry of Economic Affairs and Communications in Estonia as a service design advisor in The Chief Governmental Information Office. His responsibilities span developing digital service standards, a service development toolbox, and a consultancy panel for service owners and service designers across the government institutions to help develop and deliver services of high quality and with a good user experience.

Before that, for 4 years he served as a strategic service designer in a renowned Estonian design agency Velvet, where he was responsible for planning and executing user research and strategic service design projects for public sector organisations and private sector companies.

He studied design thinking and product development in a joint master's degree program at Tallinn University of Technology and Estonian Academy of Arts, called Design and Technology Futures, which focuses on understanding, developing and testing products and services of emergent technologies and trends.



**MS. NANA TSIKLAURI**

“Supporting Public Administration Reform (PAR) in Georgia”  
Project Manager, UNDP Georgia

Nana Tsiklauri has been leading the multi-year Public Administration Reform (PAR) Program implemented by UNDP Georgia with UK Government support since 2017, aiming to sustain, support, and build key institutions and processes required for advancing the PAR reform in the country. UNDP has been offering consistent support to Georgia’s efforts in reforming its public administration over the decade. The present PAR program led by Ms. Tsiklauri addresses a set of specific, predetermined needs under the three crucial areas of the reform, covering Policy Development and Cooperation, Civil Service and Human Resource Management, and Public Service Delivery, including e-Services and e-Governance development.

Before joining UNDP Georgia, Nana was actively engaged in public sector development work during her employment with the

Public Service Development Agency (PSDA), where she served as the Deputy Chairperson and led the Strategic Projects and Reforms Department. She was actively engaged in the design and implementation of initiatives aiming at improving public service delivery in Georgia with a strong citizen-centric approach and focus on e-Governance, digital transformation, and public service innovation. In the past, she worked with a number of international donor agencies and local NGOs in the field of development cooperation.

Her experience in the public sector realm is underscored by a Master’s Degree in Public Policy and Administration from the London School of Economics and Political Science (LSE).

# SPEAKERS



**MR. DAVID ERISTAVI**

Analyst, Institute for Development of Freedom of Information (IDFI)

David joined the Institute for Development of Freedom of Information in December 2019, as part of the “Good Governance Program”. Later he worked on the ICNL-funded project - “Promoting Greater Transparency and Ethical Standards of Using Artificial Intelligence (AI) in Georgia”, which aimed to analyse the functioning of artificial intelligence systems in the public sector of Georgia.



**MS. NATALIA CARFI**

Executive Director, Open Data Charter

Executive Director, former Open Government Director for the Undersecretary of Public Innovation and Open Government of Argentina where she coordinated the co-creation of the 3rd Open Government National Action Plan. She was also the Open Government coordinator for the Digital Division of the Government of Chile and for the City of Buenos Aires. She is part of the Open Data Leaders Network and the Academic Committee of the International Open Data Conference.

Nati leads ODC’s team, engaging with experts from governments, civil society organizations, academics, and the private sector. She oversees the strategic delivery and execution of projects in collaboration with the ODC network.





## NIKOLAZ GAGNIDZE

Chairman, National Cybersecurity Association

Mr. Gagnidze provides 20 years of professional experience and more than 10 years on the topic of e-government, ICT policy, ICT regulatory frameworks, information security policies and standards, strategy development, and implementation. Mr. Gagnidze has in-depth knowledge of the specific regulatory reforms in public administration and e-government for the countries in transition due to his extensive professional experience in similar processes in Georgia. As an Expert, he has experience in the following areas: e-Government Strategy development; Cyber Security Strategy development; Information and Cyber Security; Public Service Delivery model development; ICT strategy development; ICT security policy development and implementation; Information security implementation and audit; ICT strategy plan evaluation; ICT operation management and change management policy development; Business processes reengineering.

Mr. Gagnidze has worked in governmental, international, and private organizations. His professional career started in the private sector and continued with the Government of Georgia. He is now Chairman of National Cybersecurity Association of Georgia and is leading projects in Cyber security awareness-raising campaigns, Research & Development activities.



# SPEAKERS

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**MS. KIMBERLY JOHNS**

Senior Public Sector Specialist, The World Bank

Kimberly Johns is the Global Lead for Govtech in the World Bank's Governance Global Practice and Co-Task Team Leader of the World Bank Group's GovTech Global Partnership. Her work focuses on the whole of government digital transformation, digital governance, service delivery and citizen engagement. She has over 15 years of experience working on topics of technology and solutions development, institutional and policy reform. Since joining the World Bank Group in 2007, she has led investment projects focusing on e-government and service delivery in Africa, Europe, and the Middle East and has contributed to a number of reports targeting governance issues including administrative burden, accountability and corruption.

Before coming to the World Bank Group, Kimberly worked in the private sector as an ICT programmer and database administrator developing online applications in Chicago, Illinois. Kimberly holds a Ph.D. in Public Administration (specialising in Science, Technology and Information Policy and Research Methods) from the University of Illinois at Chicago and a Master of Science in Public Service Management from DePaul University. She has published on topics of digital citizenship and has lectured at the graduate level on topics of policy design and analysis, policy implementation and research methods for public service.





**MS. EMILY MIDDLETON**

Partner, Public Digital

Emily Middleton is a Partner at Public Digital. She leads the firm's work in the international development sector, and with governments in Africa and Asia-Pacific.

Emily previously led the design of the London Office of Technology and Innovation (LOTI) at the Greater London Authority. She has worked on financial technology to improve cash transfers and financial inclusion with UNICEF Innovation and has also worked for the EU Delegation to Ethiopia. She started her career at the Boston Consulting Group, where she worked on digital transformation initiatives with clients in the financial and public sectors in the UK, Malaysia, and Indonesia. Emily holds a degree in Philosophy, Politics, and Economics from Oxford University, and a Master's in Public Policy from Harvard University, where she was a Kennedy Scholar and specialised in digital government. Emily also serves as a Board Trustee and a member of the Audit, Finance & Risk Committee for global children's charity Plan International UK.



**MS. PIRET SAARTEE**

Senior Expert on Smart Governance,  
e-Governance Academy

Piret Saartee works at the e-Governance Academy as a Senior Expert on Smart Governance. Piret has a legal background and more than 12 years of experience as an e-government expert. She has an excellent knowledge of transforming paper-based services and registers into digital together with business process optimization (e.g. implementation of electronic Land Register and related e-services, digitalization of Marital Property Register, Succession Register, and Ship Register).

Piret has significant experience in legal analysis and drafting, creating strategies and roadmaps, conducting training courses, and supporting change management. She has participated in different projects within the European Union such as STORK2.0, the implementation of eIDAS, and the Land Registers Interconnection (LRI) platform.

She has gained a good knowledge of intercultural communication and business etiquette by working on various international projects in the Sultanate of Oman, United Arab Emirates, Ukraine, etc.

# SPEAKERS

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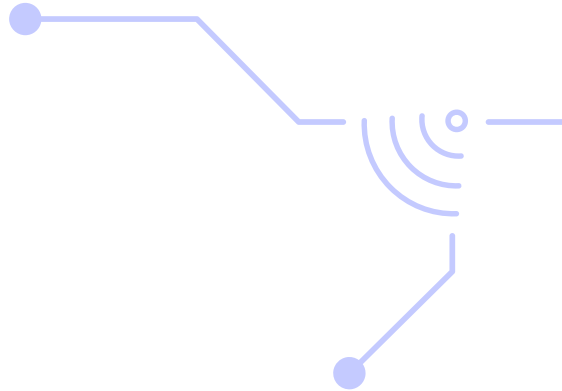
## MS. TEONA TURASHVILI

Local Government / Internet and Innovations Directions Head, Institute for Development of Freedom of Information (IDFI)

Teona Turashvili joined IDFI in 2012 as an analyst. Currently, she is the Head of Local Government & Internet and Innovations Directions. Since 2012, Teona has been engaged in and coordinated dozens of projects on e-governance, good governance, the Internet, and open data-related issues. Teona has also authored various studies, reports, and analytical papers on these issues.

Teona has obtained a Master's degree from the faculty of Journalism and Political Science at the Institute of Political Science at the University of Warsaw. Teona is also a graduate student of MSocSC in Transformation in the South Caucasus at the Center for Social Sciences, at Tbilisi State University. At the same university, she has obtained a bachelor's degree from the faculty of the Social and Political Sciences.

The topics of her interests include e-governance, the internet, political parties, regional studies, open data, good governance, and local government.



# SPEAKERS



**MS. NATA GODERDZISHVILI**

Chief Cybersecurity Expert

Ms. Goderdzishvili provides 15 years of professional experience, out of which 11 years of dedicated work on the topics of cybersecurity, digital transformation, ICT policy, ICT regulatory and legal frameworks, information security policies and standards, strategy development, and implementation. She has all relevant legal know-how concerning the EU legislation, national ICT/e-governance legislation, good practices, and legal technics and skills on EU legal acquis transformation into national legislation. Ms. Goderdzishvili has in-depth knowledge of the specific legal and regulatory reforms in cybersecurity for the countries in transition due to her extensive professional experience in similar processes in Georgia.

Ms. Goderdzishvili is the only Georgian and among a few foreign experts holding the SANS Institute's Global Information Assurance Certificate in Legal Issues in Information Technology & Security (2013-2021).

Ms. Goderdzishvili has worked in governmental, non-government, international, and private organizations. While holding a Chief Cybersecurity mandate within the Data Exchange Agency and Digital Governance Agency of the Ministry of Justice of Georgia, she chaired the cybersecurity legal and policy drafting process in Georgia, with her direct contribution, Georgia adopted a legal framework on information and cyber security, critical infrastructure protection, privacy, and personal data protection, three sets of Georgian nation-wide cyber security strategies/action plans and numerous policy and analytical papers. She is well versed in strategic and regulatory issues related to IT and technology used in the public sector and society at large. This includes cybersecurity governance, critical infrastructure protection, incident handling standards, information sharing platforms, etc. She is well-capable to combine human, organizational, and process elements of cybersecurity– which is a rare combination of skills. She is an author and co-author of various policy recommendations and analyses, reports, articles, and presentations in the field.

Nata has years of working experience with cybersecurity professional communities, leading initiatives of cooperation between public, private and academic stakeholders within the scope of the Cybersecurity Forum of Georgia, ICT Business Council, a few examples. Nata successfully accomplished the very first attempts of establishing cooperative relationships between international projects and public-private cybersecurity stakeholders. Moreover, she was the lead expert drafting the national cybersecurity strategy of Georgia who worked with the UK technical team, she was in charge of ensuring that recommendations provided by the experts were fully reflected in the Georgian draft of the document. Last but not least, at Nata's invitation and local facilitation by the British Embassy in Tbilisi, the Global Cyber Security Capacity Centre (GCSCC) has conducted a review of the cybersecurity capacity of Georgia. The CMM Georgian report proved to be largely instrumental as objective evidence for consecutive work on the cybersecurity strategy of Georgia.

Importantly, Ms. Nata Goderdzishvili is very experienced in high-level political communication (She advises on e-government and security issues political decision-makers of foreign governments) and has useful skills in high-level leadership and communication. She is well standing on international forums as an invited expert and speaker for EU, CoE, OSCE, UN, NATO, and other high-level conferences and events.

# SPEAKERS



**MR. IRAKLI GVENETADZE**  
CEO, Digital Transformation Center

Mr. Irakli Gvenetadze Digital Transformation Expert with almost 30 years of experience, including work for governmental, international, and private organizations. Over the years, the results of his work have influenced the institutional advancement of these organizations and contributed to improving their service delivery strategies through digital transformation, reengineering of the existing business processes, and introducing new and emerging information technologies.

For seven years (2010 – 2017), Mr. Gvenetadze chaired the LEPL Data Exchange Agency (DEA) of Georgia's Ministry of Justice, a principal governmental body to coordinate e-governance, information, and cybersecurity development in Georgia. According to ITU Cyber Readiness Index 2017, Georgia was ranked 8th among 193 countries.

Mr. Gvenetadze was involved in the implementation of such critical projects in Georgia as the Georgian Governmental Network; the Introduction of an e-filing system for tax administration; Data Exchange Infrastructure (interoperability platform); Citizen and business portal – my.gov.ge; Introduction of legislation for e-document, digital signature, unified register of information, and information security, drafting of Georgia's digital governance and cyber security strategy documents, etc.

Currently, Mr. Gvenetadze is working as an international expert with organizations such as UNDP, World Bank, Asian Development Bank, USAID and EU projects, etc.



**MR. RATI SKHIRTLDZE**  
Founder, Data Analysis Laboratory

Rati Skhirtladze, Ph.D., was chairperson of the Task Team on the use of Mobile Phone data of the United Nations Global Working Group. The members of the task team were NASA, UNESCO, the World Bank, Microsoft, Eurostat, and other international organizations and companies; He was also the Head of the Data Analysis and Statistics Department of the International Telecommunication Union, United Nations (Geneva, Switzerland).

He is the founder of the Data Analysis Laboratory, an innovative center for data and artificial intelligence.





