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Sida Decentralised Evaluation

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Evaluation of Core Support to Georgian Foundation for Strategic and International Studies (GFSIS)

Final Report

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**Final Report
April 2017**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

CBGL	Capacity Building of Georgian Leaders
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil society organizations
DAC	Development Assistance Committee
EC	European Commission
ESD	Estonian School of Diplomacy
ET	Evaluation Team
EU	European Union
FES	Friedrich Ebert Stiftung
GFSIS	Georgian Foundation of Strategic and International Studies
HQ	Headquarters
JTI	Japan Tobacco International
MFA	Ministry for Foreign Affairs
MSEK	Million Swedish Kronor
NGO	Non-governmental organization
OECD	Organization for Economic Co-operation and Development
PMCG	Policy and Management Consulting Group
PR	Public Relations
SDC	Swiss Agency for Development and Cooperation
SEK	Swedish Krona
Sida	Swedish International Development Cooperation Agency
SO	Specific Objective
TIKA	Turkish Development and Cooperation Agency
TOR	Terms of Reference
US	United States

Preface

The Swedish International Development Cooperation Agency (Sida) is the only donor providing core support to the Georgian Foundation for Strategic and International Studies (GFSIS), which is an independent think-tank, recently renamed Rondeli foundation. The core support is expected to increase the institutional stability of GFSIS and complement project-based funding received from a number of other donors.

The Sida core support for GFSIS started in July 2015, and it was agreed that the results and effects of it would be evaluated in early 2017. The evaluation team (ET) consisted of the two experts of Niras Indevlop: Dr. Pierre Walther (international consultant, team leader), and Nelly Dolidze (national expert).

The ET presents here its findings and recommendations. To make the analysis as transparent as possible, the report provides references to evidence, either in footnotes or in [X] brackets. The references in the brackets refer to the list of documents which were reviewed by the ET, presented in Annex 5.

The ET wants to thank the Swedish Embassy in Tbilisi and GFSIS for the excellent preparation of the mission, the warm welcome, and the support received during its stay in Tbilisi. Findings and recommendations represent the views of the ET.

Executive Summary

The Georgian Foundation for Strategic and International Studies (GFSIS) was founded in 1998. In the eyes of the evaluation team (ET), its staff and the persons interviewed, it has a clear mission, values, and a high reputation. The list of key values presented to the ET includes the following: independence, quality in knowledge and expertise, policy relevance, commitment, and inclusiveness (partnership with other institutes).

Core funding by the Swedish International Development Cooperation Agency (Sida) started in July 2015. Regarding the targets agreed between Sida and GFSIS, they are largely met, and the ET has no doubts that GFSIS will meet them by the end of the present phase (end of June 2017).

Studies, debates, courses and training are of good quality and lead to concrete results at the level of outcomes. Senior researchers consider it an honour to work at GFSIS, most of them without a permanent work contract. The network of over 3,000 alumni, many of them holding high positions mainly in the Government, is one of the key assets of the foundation.

As part of the core funding, and based on an assessment conducted by the KPMG in 2014, Sida asked GFSIS to invest in its institutional development. A number of activities were carried out (e.g. new logframe, policy documents). In the eyes of the ET, these investments did not sufficiently focus on issues where GFSIS needs support to achieve institutional sustainability. The statutes of the foundation, conditions for staff contracting, planning and reporting, or management of knowledge and of the network of alumni are still quite the same as they used to be before the start of the Sida core funding.

GFSIS depends a lot on international donor funding. In 2016, the Sida contribution was 55% of the annual expenses of the organization. Funding by other donors (36% of the expenses) was ear-marked for projects and services. While this could be of some concern, the ET finds evidence that GFSIS's financial basis is quite robust. The foundation could probably also survive financial cuts. It has significant assets (e.g. the building) and the staff contracting system (project-based) provides maximum flexibility, though little stability for the collaborators.

The main risk to the institutional sustainability relates to the fact that the statutes were not revised after the death of one of the two founders, Mr. Alexandre Rondeli. Another challenge is the lack of a long-term planning. GFSIS staff work on project-based contracts which are, in most cases, issued for relative short-term assignments when the budget is available from a donor to reimburse certain activities. Many of the internal tasks (e.g. acquisition of new projects, quality control) are undertaken on a *pro bono* basis.

With the Sida core contribution, GFSIS was able to elaborate a Logical Framework (logframe), which is now used to report to Sida [24] mainly. The corporate report which is published on the website [13], uses another format. In the eyes of the ET, the two planning and reporting systems should be merged. In addition, GFSIS continues to report individually to each donor.

Very positively, the Sida core contribution provides the GFSIS with "air to breath" and to invest into planning and communication. There is evidence that this has positive effects on the effectiveness of the organization, e.g. on innovations, communication and the organization's visibility. The risk is that the Sida core contribution is used to fill gaps in areas where effects on the efficiency and effectivity of GFSIS are questionable (e.g. contracts of drivers).

Course evaluation and quality control of publications are state of the art. Thanks to a position funded by Sida core support, data is collected systematically and compiled into reports. The satisfaction of the participants with the courses is very high, and they report that the courses encourage them to adopt new practices (results at the outcome level). The government of Georgia has also showed a very positive attitude towards GFSIS.

Gender related issues are a priority in outreach and debate activities, but less in courses which are often quite technical. The ET notes that the GFSIS does not yet participate actively in the Gender Task Force in which several non-governmental organizations (NGOs) try to influence the Government to put gender higher on the agenda. Environment is of relatively low priority in the courses and papers which the ET reviewed, also because it is not always a relevant dimension.

The Government has started to regulate the training of civil servants by a new law. If the Decree comes into force in July 2017 and budgets will be available, a market for so-called "mandatory training" for senior Government staff could develop (e.g. tendering of leadership, project management, human resource management trainings). GFSIS is presently offering such courses. The new law will affect GFSIS and provide opportunities. A partnership with a strong training institute could help to remain competitive in this emerging market.

Considering these and other contextual factors (e.g. high interest of the European Union (EU) and the United States (US) in keeping Georgia pro-western), GFSIS has a bright future. It makes a lot of sense for Sida to continue core funding for another two years. However, strategic coaching will be needed, particularly in the following areas: revision of the statutes, staffing policy, elaboration of a corporate strategy, improvements in corporate reporting.

1 Introduction

1.1 BACKGROUND

Georgia faces lack of capacity at middle-level civil servants, and this often translates into a lack of evidence-based decision and policy making in the public sector. This was the main rationale for Sida to start providing support to GFSIS, an independent think-tank, recently renamed Rondeli Foundation, after the founder and the former president of the GFSIS.

Until recently, Sida provided ear-marked support to the GFSIS program “Capacity-building of the Georgian Leadership Community”(CBLG). Following a Sida funded management review of GFSIS carried out by KPMG in August 2014 [16], GFSIS approached the Swedish Embassy in Tbilisi with a request to provide core support. The requested budget was around five MSEK per year, over a period of four years [20]. This contribution should increase the institutional stability of GFSIS and complement project-based funding received from other donors. The vision is a sustainable organization, ultimately also in financial terms.

Sida is the only donor providing core support to GFSIS. However, due to financial cuts in the Swedish aid-budget for Georgia, Sida could grant this support only for two years, from July 2015 to June 2017 (total of 10 MSEK). It was agreed that the effects of the core support would be evaluated in early 2017.

1.2 MANDATE

The mandate of this evaluation is described in the Terms of Reference (ToR; see Annex 1). While the results of the core support provided since July 2015 should be the main object of this evaluation, the Embassy of Sweden in Tbilisi expects the ET to make a more general assessment of GFSIS. It should find out what works and under what circumstances, or what has not been working and, most importantly, why. It should give an opinion on the level of sustainability achieved by GFSIS in its operations. Furthermore, the evaluation should support decision-making on a possible second phase of the core support to GFSIS, expected to start in July 2017.

The ET of Niras Indevlop comprised the following members: Dr. Pierre Walther (international consultant, team leader), and Ms. Nelly Dolidze (national expert). Based on interviews and document analysis, it described its approach in an inception report which was accepted by the Swedish Embassy in Tbilisi [2]. The program of the mission is presented in Annex 2.

1.3 METHODOLOGY

The ET relied its analysis on different sources of information that allowed to make a triangulation of the result. It visited Tbilisi, Georgia, from 20 to 24 February 2017. This visit and the interviews were prepared in close and excellent collaboration with GFSIS.

The main methods applied by the ET to achieve qualitative as well as quantitative information are described in Annex 3. They include:

1. In-person interviews with key informants: see Annex 4
2. Detailed analysis of relevant documents: see Annex 5
3. Detailed analysis of what was achieved in terms of the planned targets: see Annex 6
4. Rapid assessment workshop with GFSIS key staff to analyse strengths and weaknesses: see Annex 7
5. Two focus group discussions with participants of GFSIS courses and trainings
6. Rapid survey about the quality and the effects of the courses at the level of intermediate outcomes: see Annex 8

2 The Evaluated Intervention

2.1 GENERAL

Prior to the planning of the core funding, and following a recommendation in the evaluation carried out by KPMG in 2014 [15], Sida had asked GFSIS to elaborate a Logical Framework (logframe) for its programs. The task was completed in 2016 with the help of a French consultant [27], contracted by Sida. Since then, GFSIS uses this logframe as the basis for planning and reporting to Sida.

The total amount committed by Sida was 10 MSEK (1,050,000 Euro) for the period from July 2015 to June 2017. In Sida's understanding, core funding equals general budget support [6]. Therefore, the ET was asked to look at the whole program of GFSIS and not just at the specific activities agreed upon on the logframe.

In 2016, Sida was in 2016 financing around 55% of the total budget of GFSIS¹. Other donors like the US Department of State, the European Commission (EC), and the Turkish Development and Cooperation Agency (TIKA) contributed another 36% with ear-marked project funding, each using its own reporting format. Contributions of the Government of Georgia were below 9% in 2016.

2.2 SPECIFIC ACTIVITIES AGREED UPON

The logframe elaborated in 2016 is the basis for defining the targets which had been agreed upon by Sida and GFSIS [27]. In this document, quite a substantial part is related to support to programs of GFSIS in three thematic areas, newly stated as outcomes:

1. Support to the reinforcement of Georgian institutions (outcome 1)
2. Enhancing national security (outcome 2)
3. Support to Georgia's integration in European and Euro-Atlantic structures (outcome 3)

Regarding outcome 4, "the reinforcement of GFSIS development", the main emphasis is on strengthening the institutional sustainability of GFSIS. Activities included the elaboration of the logframe, and the drafting of GFSIS internal policy and administrative documents by a group of international consultants of the firm KPMG [17].

¹ Sida expenses in 2016: 1,237,708 Lari (4,417,480 SEK); GFSIS expenses in total: 2,254,001 Lari

3 Implementation and results of the core support

3.1 GENERAL

The ET assessed the achievements of the foundation against the specific objectives (SO) stipulated under GFSIS's new logframe. In the eyes of the ET, these achievements are quite impressive and GFSIS is meeting, or even exceeding, the agreed targets, mainly at the level of the outputs.

Looking at results at the outcome level, monitoring is not systematic. There is evidence that GFSIS plays a significant role in contributing to policy-making in a politicised context, as stated in the logframe². However, the effects it makes might vary depending on the policy agenda/topic and funds available to address certain ad-hoc issues.

It is noteworthy that the logframe does not include indicators at the level of immediate outputs, a level which is quite systematically monitored by GFSIS in its course evaluations, and at which this evaluation also found quite impressive results³. The results and effects of the activities carried out for the strengthening of GFSIS as an organization (outcome 4) are less impressive. While GFSIS's staff and management point out that the inputs received from international consultants for the elaboration of the logframe and of policy instruments [17] were helpful, the ET is less convinced that parts of these instruments really address areas which are crucial to strengthen GFSIS as an institution. They have not yet reached the DNA of the organization⁴.

3.2 TARGETS AND ACHIEVEMENTS

Targets and achievements are listed in the table in Annex 6, with a specific focus on the level of outputs.

Under the SO 1 (Support to the reinforcement of Georgian Institutions) the

² see Annex 6 and sections 3.3 and 3.4

³ see Annex 8, and sections below

⁴ e.g. the structure of the Log Frame is not used in the corporate reports of GFSIS [13] or in the presentation of the foundation on its website

foundation conducted an impressive number of trainings, workshops and policy discussions targeting the state sector officials. From June 2015 through June 2016, the foundation, *inter alia*, trained over 300 participants, published 23 opinion papers, organized six conferences for around 1,000 beneficiaries, conducted four thematic discussions for 180 participants, organized 18 public lectures for around 600 attendees, and issued six article in periodicals.

Within the SO 2 (Enhancing national security) the foundation continued its work with national minorities in Akhalakalki, Samtskhe-Javakheti and Marneuli, Kvemo Kartli. Events in Samtskhe-Javakheti were organized by GFSIS's Akhalkalaki office. Overall, the foundation conducted 112 hours of Georgian language training for 40 participants, 12 lectures on NATO and EU integration matters for 60 beneficiaries and 10 public debates on EU and regional issues reaching 160 participants. The foundation also tackled the issues of Russian propaganda and media freedom in Georgia.

Under the SO 3 (Support to the Georgia's integration in European and Euro- Atlantic Structures) the GFSIS, jointly with the College of Europe and the Estonian School of Diplomacy (ESD), built the capacity of the Georgian Ministry for Foreign Affairs' (MFA) Diplomatic Training Center through training its 161 civil servants. In addition, within the framework of the project "State Communication Strategy on European Integration", the foundation trained 50 representatives of the state and private sector, civil society, and media on EU integration matters.

Under the SO 4 (Reinforcement of GFSIS development), the GFSIS conducted an organizational audit, revised the logframe, and increased the visibility of the organization through advancing its Public Relation (PR) practices (e.g. hiring a full-time PR manager, updating the organization's website). It developed and improved certain internal manuals and procedures [17], e.g. the code of conduct, corporate ethics policy, conflict of interest policy, risk management framework, risk reporting template, business trip policy, procurement policy, evaluation form template for grantees, segregation of duties and jobs descriptions for staff.

Beside that, GFSIS started producing annual reports for Sida [24] which summarise all activities of the organization, using the logframe as the main structure. There is, however, still project-focused reporting, depending on the needs of the donors.

3.3 EFFECTS AT THE PROGRAM LEVEL

Given the volume of activities and the attractiveness of its training programs, GFSIS has an important role in public discussions, hereby contributing with its manifold activities such as debates, publications, and trainings on stability in Georgia. The ET could largely confirm this finding in the interviews and through the results of the online-survey⁵.

According to GFSIS's feedback, and confirmed by the ET, the Sida core support enabled the foundation to maintain a sufficient degree of flexibility in addressing certain technical and organizational matters or to respond immediately with public debates and position papers to political, economic or security issues which appear on the radar (e.g. Gazprom; signing of the agreement between Russia and Armenia). The ET sees this as a positive result of the core funding modality, applied by Sida.

Many of those interviewed and more than 95% of the persons responding to the online survey⁶ said that GFSIS courses are practical and provide knowledge which is ready for implementation. This facilitates application, to achieve effects at the outcome level. Apparently, other training institutes (e.g. at the universities) are considerably more academic in approach.

As seen also in Annex 8, most participants are rather young⁷. It was mentioned several times in the interviews that it would be important to reach out more to the middle-aged group of civil servants. This will be important to achieve results at the level of policy outcomes.

Alumni of courses meet regularly, also after the end of the course. Around 88% still feel attached to GFSIS as an organization, also years after having attended training courses⁸. Course participation is often multi-stakeholder (NGOs, media, political parties, Governments). This helps to establish a culture of dialogue in the country.

3.4 EFFECTS REINFORCEMENT OF GFSIS

Funding of staff for monitoring, visibility and communication lead to positive results and provided the organization with more stability. Here, the core contribution of Sida leads to positive results.

⁵ see Annex 8. 94% of course participants report that the contents of the course is still relevant for their work, also after several years. > 95% are satisfied with the didactic approach, the relevance, and the contents of the courses. Around 90% can recall an example in which the course had a positive effect to solve a problem or decision-making in their work.

⁶ See Annex 8

⁷ 74 % below 30 years old.

⁸ See Annex 8

Regarding the international consultancies for the revision of the logframe and the policy and administrative documents by KPMG [17], GFSIS management also sees positive effects:

1. The logframe can be used also for other donors which request such a document.
2. Job descriptions became much clearer, segregating the duties.
3. GFSIS now has a Code of Conduct.
4. GFSIS has a pro-active policy for procurement. Before the organization had to respond to each demand of the donors.
5. Due to the business trip policy, there are now better forms.
6. Risk management has been launched as a topic.

The ET does not entirely share this enthusiasm. The consultancies remained somehow donor- and expert-driven, not really touching the essence of how GFSIS is managed and operated. They did not address the many more practical issues which should be discussed to further enhance the institutional sustainability of GFSIS.

Example 1: The logframe stipulates that GFSIS embarked on result-based management, focusing on program areas, each of them with an outcome. GFSIS management supports this. But the ET also notes that the program approach is not yet reflected on the website or in the corporate report [13], where GFSIS presents mainly projects, activities and outputs.

Example 2: The annual reports for 2016 available to the ET and the general public on the website [13] do not yet meet standards of corporate reporting as important elements such as financing, staffing or administration are missing. The report sent to Sida [24] is somewhat of a tailor-made document for Sida, with direct reference to the logframe. The report published on the website [13] does not reflect this new program structure.

Example 3: Financial planning, rates to be charged, time-sheet reporting, and staff contracting are still largely dominated by the preferences and the amounts provided by the donors for specific projects⁹. There is no pro-active policy in these areas. The budget of GFSIS fluctuates significantly from year to year, and this provides little ground for stability. This, however, would be needed to issue longer-term working contracts for staff.

⁹ For 2017, GFSIS counts with a budget of 752,835 Euro what is 12% lower than 2016.

4 Institutional sustainability

4.1 GENERAL

GFSIS is found to be an organization with a strong identity, which builds on its professional network, introduced by its founder, maintains an independent/impartial approach, and offers an attractive program of training and debates. It does define itself as a think tank, sufficiently independent to even criticise the Government. It does not see itself as a consulting company, providing services upon request.

The following key values, elaborated in 2005 and presented by GFSIS management to the ET, are shared by all persons interviewed: independence, quality in knowledge and expertise, policy relevance, commitment, and inclusiveness. Interestingly, they are not the same as the ones stated in the Code of Conduct, elaborated recently by KPMG with Sida support [17].

One of the two founders, Mr. Alexander Rondeli, died in 2015, and the other founder, Mr. Temur Iakobashvili, has been appointed Ambassador of Georgia to the US. In the eyes of the ET, the foundation has managed this difficult transition in leadership quite well. The new leadership and management has succeeded in keeping the organization on a track towards stability. What is still missing is the adaptation of the statutes of the foundation to the new situation.

KPMG made an assessment of the institutional sustainability of GFSIS in 2014. Based on the results of this assessment, a set of new instruments have been elaborated (see above). In the eyes of the ET, some are working well (e.g., financial audits by an international company), but there are still deficiencies and a number of more practical issues which need to be looked at carefully. The most important are the statutes.

4.2 CONSTITUENCY, STATUTES

GFSIS was founded by Mr. Alexander Rondeli and Mr. Temur Iakobashvili. According to the statutes, they form the Assembly of Founders which is the supreme governing body of GFSIS. This body has competencies such as e.g., (a) to approve key directions, plans and target programs, (b) to appoint members of the Board of Advisors, and (c) to encumber the movable-immovable property of the Foundation.

In the eyes of the ET, this governance structure is no longer adequate¹⁰. There is a need to get advice from a lawyer. It appears that, with the death of Alexander Rondeli in 2015, GFSIS is governed by one person. Though this highly respected person is entirely committed to GFSIS, there is a certain risk that the foundation with its significant assets could be transferred to the Government of Georgia because the succession procedures are not clear.

4.3 NETWORK, REPUTATION AND ATTITUDE OF THE GOVERNMENT

GFSIS remained independent over three political periods (change of Governments). The years of cooperation with the Rand Foundation [30] and the fact that highly renowned researchers work as senior experts in the think-tank, provide the foundation with a strong reputation.

As a result of its manifold activities over more than 15 years, GFSIS has a very large network of 3,000 alumni across all political parties, state agencies, and the media. It also works with national minorities. Overall, the foundation trained over 5,000 civil servants countrywide in total. It has a solid reputation among top- and middle-level state sector officials, primary beneficiaries of the foundation. The convening power is extraordinary.

GFSIS uses its network mainly for mobilisation of know-how and dissemination of information. On a regular basis, the foundation spreads the news about upcoming opportunities among its alumni. Social media like a facebook group exist but are not managed very actively by GFSIS¹¹. The list of alumni is presented publically on the website, but there is no internal domain which can be accessed only by members of the network.

All external stakeholders interviewed, either state sector staff or the representatives of political parties, valued highly the training sessions and workshops organized by the GFSIS. The stakeholders particularly highlighted impartiality of the foundation (it is not associated with any political party), and the overall quality of its trainings and workshops and policy discourses. The stakeholders highly appreciated the one-year training on national security matters funded by the Rand Corporation, a non-profit organization with HQ in the US. The foundation was also regarded by external stakeholders as playing a paramount role in policy analysis at national and regional

¹⁰ Apparently KPMG had a different opinion. It argued that GFSIS is functioning well, and that it does not need a Steering Board.

¹¹ last posting is from October 2016

levels.

Despite the high reputation of the foundation and contribution toward building the capacity of the state sector officials, the government is limited in its ability to co-finance the activities of the foundations, also because of tendering regulations. There are also limited financial resources to support extra budgetary activities. Besides, in term of capacity building the government remains heavily dependant on the external sources such as donor finance.

4.4 FINANCIAL STABILITY

GFSIS collaborators and partners see financial stability as the main problem of GFSIS. Presently (2016), GFSIS depends to 91% on donor funding, with a clear dependency on the following donors: Sida (55%), US Embassy (23%), TIKA, the EC and the Friedrich Ebert Stiftung (all 3%).

GFSIS has criteria for the selection of partners and donors. It is aware that there are red lines which should not be crossed¹². But the ET also observes that it follows a niche strategy if there are opportunities¹³. For example, the project with Japan Tobacco has been launched because one of the GFSIS alumni was appointed manager in this firm and needed support on trade issues.

Though dependency on donors, and particularly Sida, is certainly high, financial stability might be higher than anticipated. For example, GFSIS has reserves which give it capacity to survive even in difficult times. The most prominent are: (a) the property, which can be rented out¹⁴; (b) the readiness of the senior researchers to work on project-based contracts that provides GFSIS with maximum flexibility.

In the eyes of the ET, there are additional options which could be further explored: e.g. to charge more for specific training services; to include systematically administration and overhead charges in contracts with donors (i.e., to revise costing procedures), or to improve access to new sources for financing. Sponsoring by credible private firms which also benefit from political stability in Georgia, could be tested in a pilot. The main limitation is that the tax law of Georgia does not allow for tax exemptions for such contributions under corporate social responsibility.

¹² To accept funding from Russia would put the reputation of GFSIS at stake. In case of funding from the private sector, GFSIS is also quite cautious. In the eyes of the ET, this is maybe a little bit over-cautious.

¹³ Similar to a consulting company like PCMG which was also interviewed by the ET.

¹⁴ A floor may be rented for around 33,000 Euro per year.

4.5 ORGANIZATION AND MANAGEMENT

The organization has solid management processes. Decision-making boards and information platforms hold regular meetings, many of them well established with a standard agenda. Some of the instruments elaborated by KPMG with Sida support (in particular accounting policy, procurement policy) contribute to the improvement of the organization and are seen by GFSIS as a benefit. GFSIS claims that some of them are required to be eligible for funding by some donors. The ET did not find evidence of this.

GFSIS offers two types of time-bound contracts to staff¹⁵, short- and long-term contracts. Short-term contracts are linked to specific activities of projects and might vary from a week or two to several months. Long-term contracts are full-time employment contracts offered within the frameworks of a specific project funded by a donor. They might extend over one year to one year and a half.

Both contracts are project-based, funded by external sources such as donors. The contracts stipulate scope of work, roles and responsibilities of participating parties, and *force majeure* conditions. In addition to that, long-term contracts state working hours and vacation package. Payment varies according to the donors. GFSIS is not providing any financial contribution to health insurance packages (insurance benefits are not incorporated into either types of the contracts), although, it negotiates a corporate package arrangement for its staff.

Sida core contributions enabled GFSIS to transform some of the short-term contracts (e.g. for drivers, communication expert) into longer-term contracts, but still project-based. Senior researchers have other contracts in parallel, e.g. from universities, which may include health care.

Staff receive payments at the basis of time sheets submitted for each individual contract with a donor, according the rate negotiated with the donor. There are no consolidated GFSIS time sheets in which, for example, also the hours worked for internal tasks (e.g. quality control, meetings, acquisition of projects) could be noted, to receive equal reimbursement. A flat rate for all services provided¹⁶ could be better than paying rates depending on the rates which specific donors pay. This needs to be further discussed by management to find the right approach.

In the light of the deficiencies in the statutes, there is no Steering Board (strategic) for the foundation to which management has to report, and which would also approve annual reports, plans, and budgets. The ET believes that the establishment of such a

¹⁵ Also support staff such as drivers, receptionists.

¹⁶ Internally, or externally to projects

Board would help to further increase the credibility of GFSIS. It would also be desirable for the management to have guidance by a strategic board.

4.6 OPPORTUNITIES IN A GROWING MARKET

The collaboration with the RAND Corporation [30], a think-tank in the US, provided GFSIS over many years access to high-quality training courses and teachers which clearly laid the foundation for the high reputation of GFSIS in Georgia. Though these projects have ended some years ago, the know-how gained from the collaboration with RAND Corporation, still remains a key asset of GFSIS.

On some occasions, GFSIS has also competed with private consulting companies for mandates¹⁷. To some extent, this can be a problem, as GFSIS receives core funding from Sida. What appears to be more feasible, however, is that GFSIS is sub-contracted by international partners in tenders as a national partner.

The Government of Georgia is regulating training of civil servants by a new law which was adopted in 2015. This law distinguishes between "mandatory" and "optional" training for civil servants. The Decree is expected to come into force in July 2017. It will define standards and a system for the coordination of civil servants training.

According to the Bureau of Civil Servants, it is likely that a market for so-called "mandatory training" for Government staff (e.g. leadership, project management, human resource management) will develop in Georgia. GFSIS is presently offering such courses, and the new law could provide it with opportunities to participate in tenders. In the eyes of the ET, GFSIS would probably need to team-up with a strong international training institute to be competitive on this emerging market¹⁸.

It was also mentioned that GFSIS should invest more in communication and debates in minority areas to become even more effective (e.g. livestream TV). This merits consideration, particularly since some donors might be willing to fund specific programs.

Several interviewed persons mentioned that the GFSIS experts working on EU integration issues have excellent know-how, but are over-burdened with work. They are coaching top-decision makers in the Government. It would be advisable to strengthen this team with organizational measures (e.g. staffing). With the signing of the EU association agreement (2015, ratified in 2016), the Ministries of the

¹⁷ an example is the Policy and Management Consulting Group (PMCG), in Tbilisi

¹⁸ GFSIS benefited a lot from the collaboration with the RAND Cooperation. This was mentioned many times in the interviews and focus group discussions.

Government of Georgia are now responsible for the implementation. There will be a high demand for know-how in this area.

4.7 AREAS YET TO IMPROVE

Sida specifies its expectations in an internal paper: "When providing core funding, the donor recognizes the strategic plan, budget and annual report as the main steering documents. Prior to entering a core funding relation, the organization will have formulated its vision, objectives and strategies independently of the development partners in a long-term strategic plan." [6]. As stated in the previous sections, GFSIS has not yet achieved this level.

Regarding the modality of core funding, there is a risk that the Sida contribution is used less to support organisational change than (a) to fill gaps where no other funding is available, or (b) to block needed reforms to be fit for the future and competition. The ET sees some risks in the following areas: signing of contracts for support staff; some reforms (e.g. co-payment for courses) are not made because core funding is available.

Interviewed partners of GFSIS see the following areas for improvements: (a) more investments and achieving an even higher level in communication and visibility (e.g. live-TV, events); (b) make the management of the biggest asset, the network of alumni, even more dynamic; (c) better relations to, and eventually even pilot projects with the private sector; and (d) more physical presence and outreach with debates in the regions, particularly in the ones in which there is a lot of pro-Russian propaganda. The ET got the impression that the latter is of high interest to donors like the EC and the US Embassy.

5 Analysis of specific issues and factors

5.1 PLANNING, MONITORING, EVALUATION

Planning, monitoring, and evaluation function well at the level of outputs and immediate outcomes. Thanks to the engagement of the new GFSIS monitoring focal point, funded with Sida core support, the forms and course evaluations are filled out systematically after each event organized by GFSIS. There are monitoring meetings after each activity, and the conclusions are used to improve the courses.

Considering the high reputation and work load of most staff of GFSIS, and also considering that senior research staff is not paid for internal duties such as filling out data forms, it appears that GFSIS is doing quite well. There are several platforms such as the Senior research fellow meetings which meet regularly, e.g. to identify new topics for research or debates.

5.2 QUALITY MANAGEMENT

GFSIS is systematically carrying out evaluation of its courses and trainings. As seen by the ET, some of these evaluations are quite critical, which shows that they are made with the needed care. The results are used for the improvements of the courses.

In November 2016, GFSIS established an Academic Quality Council, consisting of GFSIS research fellows. One of the tasks is to review publications. The Council meets monthly and is also responsible for the planning and coordination of topics for publications. The ET sees this very positively.

As mentioned on several occasions, the members of the Council and other similar bodies which provide services for the internal strengthening of GFSIS, do not receive payment for these services. This should be addressed.

5.3 GENDER, ENVIRONMENT

The GFSIS started integrating lectures on women's political participation, gender quotas in Georgia and environmental protection matters in its agenda. The good examples are mainly found in the area of debates and less in publications or course contents.

In 2016, the organization organized panel discussion on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). In addition, the GFSIS helped to conduct a panel discussion on "Gender Policy in Georgia: Reality, Challenges and Prospects" where the participants had been presented the one-year results of Georgia's Gender Equality Action Plan for 2014-2016. The same year, GFSIS led discussion on "Challenges of Environmental Protection in Georgia" for the Armenian community in Akhalkalaki (Samtskhe-Javakheti). In 2017, a panel

discussion was organized on the topic "Women in Decision-Making Process - discussing Finnish Perspective and Challenges and Prospects in Georgia". The discussion was led by the Finnish Ambassador to Georgia.

5.4 ENABLING AND LIMITING FACTORS

After the death of one of its founders, Alexandre Rondeli, GFSIS was faced with multiple challenges, resulting in a complex organizational change process which it manages with the needed care and to the satisfaction of the ET.

The ET identified the following enabling factors:

1. The new management is efficient and succeeds to have everybody on board (staff, partners, donors). This is certainly a big achievement as the former president of GFSIS, Alexandre Rondeli, had a specific aura as charismatic leader¹⁹.
2. The Sida core funding provides GFSIS with resources to invest in some areas which are key to organizational development (e.g. communication and public relations, monitoring and annual reporting).

The following factors could be considered as limiting factors:

1. Routines are sometimes stronger than the willingness to change and to adapt to new situations.
2. High work load for most of the staff, particularly also at the level of Senior Researchers.
3. Sometimes the desire is too strong to comply to what the donors want, instead of critically assess what makes sense and what not, and formulate and apply pro-actively an own policy in management (e.g. rates, indicators for services).

Until now, GFSIS depended on international donor funding, and there were limited co-funding opportunities either from the private sector or from the government of Georgia. Many stakeholders (GFSIS staff and its beneficiaries) highlighted that the private sector has not yet reached the level of maturity to consider the cross-cutting role of corporate social responsibility.

¹⁹ Many senior researchers joined GFSIS because of him.

6 Conclusions

1. Despite challenges for the organization, GFSIS continues to have a solid reputation for being the lead national impartial think tank which contributes to strengthening national capacities in policy dialogue and decision-making. One of its biggest assets is its broad network across all political parties and state agencies, national and regional ones.
2. All targets agreed between Sida and GFSIS will be met by the end of the present phase. The new logframe, however, is used mainly for the reporting to Sida and, with exceptions, not as an instrument to strengthen the organization.
3. The present governance structure of GFSIS (statutes) jeopardizes the continuity of its operations. The Assembly of Founders consists of one person only. If he was no longer present, there is a risk that the significant assets of the foundation (e.g. building) would be transferred to the Government.
4. GFSIS has a solid management holding regular meetings of the decision-making board. Overall, the dependence on largely short-term support from the donor community affects the organizational and financial planning capacity of the foundation making it impossible to progress with its long-term operational planning.
5. The instruments elaborated under the core support program for the strengthening of the management, had limited effect. There are few policies and harmonized rules regarding staff contracts, payments and salary scales. Most of the staff contracts are conditioned by the funding, and some of the positions are paid by the Sida core contributions.
6. GFSIS has started integrating topics on women's political participation, and environmental protection matters in its agenda, particularly in the debates. This is promising.
7. The foundation is less visible among broader groups of population and mainly targeted at selected stakeholders (state sector representatives and decision makers). The foundation maintains the visibility through its website, providing information on its activities, either completed or planned.
8. There is much ground to recommend the continuation of this core support with a second phase. The context is favorable, and there are emerging markets for research and training institutes. This makes it also possible to clearly communicate to GFSIS that core funding will be stepwise reduced and that it is important to take the challenge of these new markets.

7 Recommendations

7.1 RECOMMENDATIONS TO SIDA

The ET has the following recommendations:

1. Together with GFSIS, obtain legal advice on the question of the statutes: how to strengthen (or change the structure of) the assembly of founders consisting presently of one person; how to strengthen governing mechanisms.
2. In case that Sida and GFSIS find common ground on point 1: continue core funding for another two years, with a clear message that core funding will be stepwise reduced after July 2019, to avoid dependency on Sida.
3. Define clear targets, tentatively as pre-conditions, in the following areas: (a) adaptation of the statutes; (b) ensure proper steering, through establishment of a steering board which provides guidance at the strategic level and approves annual plans and reports; (c) strengthening of organization and management, particularly in the following areas: network management; staff policy, contracts and salaries; policy with regard to payments of overheads; staff training.

7.2 RECOMMENDATIONS TO GFSIS

The ET has the following recommendations which should be taken not as conditions but rather as an input into the further development of the organization:

1. The next phase of the Sida core support should be used to address the institutional weaknesses with deliberate speed. The present report provides some ideas.
2. The strategy process should be more a coaching than a technical assistance approach in which experts draft papers which are then adopted to GFSIS.
3. It would be recommendable to strengthen core expertise, like the EU team, where it is likely that new projects can be acquired from the EC and eventually also the Government (policy advice on the EU integration process).
4. The network is a key asset of GFSIS. Hence, it makes sense to invest into further improving its management. Among the ideas discussed in meetings of the ET were: establishment of an association of alumni; linking key events like debates with social networking.
5. Many welcome if GFSIS becomes stronger in the following areas: visibility, more presence with debates at the regional level particularly in minority areas, more support to the EU research group.
6. Further improve the lograme with indicators at the level of immediate outcomes (e.g. direct effects of the debates and the trainings).

7. Strengthen the gender-sensitive aspects of the project through developing relevant indicators at the early stage of each project design, encouraging governments to send gender balanced groups of participants and monitoring the progress on regular basis.
8. Consider developing a strategic business plan which will serve as a roadmap to implement the strategic goals and objectives of the foundation and will define long-term steps and key milestones of outreach activity with a view to improving organizational visibility (e.g participating in talks shows, and enhancing revenue generation efforts) and enhancing revenue generation efforts.

Annex 1 – Terms of Reference

Terms of Reference for the evaluation of Core Support to Georgian Foundation for Strategic and International Studies (GFSIS)

Date: 21 November, 2016

1. Background

Sida is active in Georgia since late nineties. In 2006 Sida opened an office in Georgia, followed by the opening of the Embassy of Sweden in Tbilisi in 2010. Since then the Democratic Governance and Human Rights sector has been one of the most important focus areas for Swedish development cooperation in Georgia. One of the problems identified in the public sector of Georgia is lack of capacity at middle level civil servants that is translated into a lack of evidence based decision and policy making in the public administration.

One of the responses from Sweden to the challenge is providing support to the Georgian Foundation for Strategic and International Studies (recently renamed into Rondeli Foundation) that is a Georgian NGO. GFSIS is a think tank that works on Georgian and regional security issues but also provides trainings to different categories of professionals, e.g. civil servants from various state authorities, experts, media representatives, NGO representatives, etc.

The overall objective of GFSIS is to support the strengthening of a democratic Georgian state. For this GFSIS pursues the following specific objectives a) Support to the reinforcement of Georgian institutions, b) Enhancing national security, c) Support to Georgia's integration in European and Euro-Atlantic structures and d) Reinforcement of GFSIS development as an NGO/think tank organization.

In 2014 GFSIS approached the Swedish Embassy with a request to provide core support for four years with a volume of 20 000 000 SEK (i.e 5 MSEK/year).

However due to financial cuts in the Swedish aid-budget for Georgia, it was decided to grant GFSIS support only for two years (July 2015 – June 2017) with a total volume of 10 000 000 SEK. It was decided to conduct an evaluation towards the end of the 2-year

of the contribution, that could be used as basis for a decision on a possible second phase of the support to GFSIS. In addition to Sida's core support GFSIS receives support from a number of different donors for the specific projects.

2. Evaluation Purpose

The Embassy of Sweden in Tbilisi intends to procure a consultant for evaluating the Sida funded "Core Support to Georgian Foundation for Strategic and International Studies (GFSIS)" that has been implemented by Georgian Foundation for Strategic and International Studies (GFSIS) since July 2015 (completion date June. 2017) with an overall budget of the contribution 10 000 000 SEK.

The Embassy of Sweden in Tbilisi aims to find out what works in the project and under what circumstances, or what is not working and, most importantly, why. The Embassy of Sweden is interested if the intervention was progressing according to expectations? Outcome of the evaluation will be used by the Embassy of Sweden for informed decision on possible continued support to GFSIS for the second phase.

3. Evaluation Questions

- To what extent is GFSIS likely to achieve the agreed objectives/results
 - Focus specifically on:
 - Big part of GFSIS activities deal with training of civil servants, Sida is interested what is an attitude of the Government of Georgia towards those trainings and if there were acceptance from its side
 - Sustainability of GFSIS institutionally
 - Mainstream of environment and climate change and gender
- What are the major factors influencing the achievement or non-achievement of the objectives.
- How good is internal monitoring and quality assurance within GFSIS. Does GFSIS use the internal documents it developed in response to the Internal management and control systems evaluation outcome that was conducted by Sida during the contribution preparation stage.

4. Delimitations

The evaluation should be focussed on GFSIS all activities from July 2015 regardless who supports that particular activity as GFSIS receives core support from Sida that aim

at achieving GFSIS objectives against agreed results with Sida that are reflected in logframe.

5. Approach and Method

The consultant will need to conduct a desk study of the project related documentation, e.g. Project Document, reports and project produced documents and products.

The consultant will need to conduct interviews with GFSIS staff and other relevant actors. This will require to travel to Georgia.

6. Stakeholder Involvement

It is expected that evaluators apart of major stakeholder that is GFSIS will involve and interview some other stakeholders (like current students and alumni, civil society representatives) as well like other donors supporting currently GFSIS and selected Georgian state authorities that use GFSIS products in one way or another (e.g. civil servants trained at GFSIS)

7. Evaluation Quality

Swedish Embassy requests that the evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation.

It is expected that the evaluators will use the Sida OECD/DAC Glossary of Key Terms in Evaluation.

The evaluators also shall specify how quality assurance will be handled by them during the evaluation process.

8. Time Schedule, Reporting and Communication

It is expected that the evaluation will be carried out in January/February 2017 and will take around fifteen working days including about five working days in Georgia for conducting interviews and visiting project sites.

Before leaving Georgia update and debrief Sida and/or Swedish Embassy about early findings.

The consultant should produce a draft report by the end of February 2017. After receiving comments from Sida the consultant will finalise the report.

The report must be concise. The consultant shall write a report of maximum 15 pages long (excluding appendices) with a one page executive summary.

The report should be submitted in Microsoft Word format.

9. Resources

It is expected that evaluation will take about fifteen working days including at least five working days in Georgia for conducting interviews and visiting project sites.

10. Evaluation Team Qualification

The team must include a Team Leader, Level 1 and a local expert, Level 2.

In addition the team should have:

- good knowledge of project cycle management
- at least 12 years of experience of evaluation/reviewing projects for Team Leader and 7 years of experience for Level 2 expert
- experience in good governance and management
- the proposed personnel must have excellent spoken and written English

11. Appendices

Sida's Template for Evaluation Report

Project document with logframe

Annex 2 – Program of the Mission

Date (2017)	Time	Agenda
1 February	Afternoon	Pre-inception meeting by Video
10 February		Submission of the Inception Report
19 March	Evening	ET arrives in Tbilisi
20 March	Morning	Briefing at Swedish Embassy Rapid Assessment Workshop with GFSIS staff
	Afternoon	Interviews with GFSIS key staff
21 March	Morning	Interviews and document reading at GFSIS
	Afternoon	Interviews at the Parliament and in the Ministry of Foreign Affairs Interview at the Policy and Management Consulting Group (PMCG) in Tbilisi
	Evening	Public debate and expert panel on Gender at GFSIS premises
22 March	Morning	Focus Group discussions with alumni of GFSIS programs
	Afternoon	Interviews with donors (Estonia, US) and at the Ministry of Foreign Affairs
23 March	Morning	Interviews with donors (FES) and leaders of political parties
	Afternoon	Interview with IRI and the EU Delegation to Georgia Drafting of findings and recommendations
24 March	Morning	Interviews at the National Security Council and with the advisor to the president on Foreign Policy Issues Drafting of findings and recommendations
	Afternoon	Debriefing with Swedish Embassy and GFSIS
25 March		ET travels back to home country
17 April		Submission of final report

Annex 3 – Methods applied

Document Analysis: The document analysis included an analysis of targets and achievements and an assessment of the state of the organization.

Rapid assessment workshop with GFSIS staff (2.5 hours): GFSIS presented its organization to the ET in a PPT presentation: constituency and funding, vision, staffing, main results achieved in the past years (successes), main challenges for the forthcoming years. The ET discussed the presentation with the team, with the objective to understand the theory of change and the assumptions behind it. It asked the participants to provide written answers to a number of questions (see [Annex 7](#)).

Semi-structured interviews with Key Informants: The ET had individual interviews with GFSIS staff, partners from the Government, other donors and third parties. The interviews were semi-structured, with a general and a more technical part, the latter specific for each of the interviewed persons. Regarding the selection of the interview partners, GFSIS the ET with a long-list of possible interview partners. The ET reviewed the list and presented a revised long list of persons to be met, including interview guides, in its inception report. GFSIS considered this list in the finalization of the program of the mission.

Focus Group discussions with participants of GFSIS courses (alumni): With the support of GFSIS, the ET organized two focus group discussions of around 1.5 hours with small groups of persons (3-7 persons) who had participated in particular type of GFSIS trainings. We propose the following groups: political party staff training (group 1), National Security and Diplomacy (group 2). The intention was to get more information on one of the core activities of GFSIS.

Rapid Survey among GFSIS Alumni: The ET designed an online survey questionnaire which GFSIS sent to around 250 alumni. The objective was to get more information at the level of effects of the trainings and courses on behavior and decision-making in policy. 64 persons responded to the survey, what means that the response rate was quite high (26%). The results are presented in [Annex 8](#) of this report.

Annex 4 – List of persons met

PERSONS INTERVIEWED

Embassy of Sweden, Tbilisi

Khimshiashvili, Kakha, Program Officer, Development Cooperation, Embassy of Sweden

Lien, Molly, Counsellor, Head of Development Cooperation, Embassy of Sweden

GFSIS

Giorgi Badridze, Senior Fellow

Meri Biniashvili, Public Relations Manager

Keti Emukhvari, Research Fellow

Kakha Gogolashvili, Senior Fellow, Director of EU Studies Center

Kakulia, Merab, Senior Fellow, Director of the Center for Financial Stability and Competitiveness

Kladani, Natia, Project Coordinator

Margishvili, Rusudan, Project Coordinator

Metreveli, Eka, President

Papava, Vladimer, Senior Fellow, Director of the Center for Applied Economic Studies

Ramishvili, Nino, Head of Administration

Shota Utiashvili, Senior Fellow

Partners and Trainees

Akubardia, Teona, Deputy Secretary of National Security Council

Austrian, Courtney, Public Affairs Office, US Embassy

Chiaberashvili, Zurab, Parliament of Georgia, United National Movement

Dondua, David, Deputy Minister of Foreign Affairs

Gagua, Nino, Public Affairs Office, US Embassy

Karaulashvili, Archil, First Deputy Minister of European and Euro Atlantic Integration

Keerbs, Andrea, Country Director, International Republican Institute (IRI)

Kukava, Kakha, Leader of Political Party “Free Georgia”

Mikadze, Tamriko, Press and Information Officer, EU Delegation to Georgia

Nachkebia, Manana, Leader of Political Party “The New Rights”

Pkhaladze, Tengiz, Advisor to the President of Georgia on the Foreign Policy Issues

Sihvart, Svel, Second Secretary, Embassy of Estonia in Georgia

Tikanadze, Ia, Friedrich Ebert Stiftung

PARTICIPANTS IN WORKSHOPS AND FOCUS GROUP DISCUSSIONS

Rapid Assessment Workshop with GFSIS staff

Anukvari, Ket
Biniashvili, Meri
Kaldeni, Natia
Margishvili, Rusudan
Papava, Lado
Ramishvili, Nino
Utiashvili, Shota

Focus Group with Participants of GFSIS Training Courses

Abashidze, Gia, Political Analyst
Bilanishvili, Giorgi, Director fo External Security Department, State Security & Crisis Management Council
Bojadze, Lado, no party affiliation
Eliadze, Mariam, Office of State Minister of Georgia for Reintegration
Kakhidze, Temo, the Conservative Party of Georgia;
Khadiashvili, Nikoloz, Ministry of Foreign Affairs
Litodiani, Natia, the Republican Party of Georgia;
Mlkeladze, Tamta, Security Analyst

Annex 5 – List of documents reviewed

General

- [1] Niras Indvelop Ltd., 2016: Implementation and Workplan for the Evaluation of the Sida Core support to GFSIS
- [2] Niras Indvelop Ltd., 2017: Evaluation of GFSIS – Inception Report.
- [3] Sida, 2015: Grant Agreement on Core Support to Georgian Foundation for Strategic and International Studies (GFSIS), 2015-2017
- [4] Sida, 2016: Amendment to Grant Agreement on Core Support to Georgian Foundation for Strategic and International Studies (GFSIS), 2015-2017.
- [5] Sida, 2016: TOR for the GFSIS evaluation.
- [6] Sida. 2017: Extract from a draft internal policy document, regarding Sida support to CSOs
- [7] World Bank, 2016: Georgia: Recent trends and drivers of poverty reduction.

GFSIS

- [8] Deloitte, 2015: Consolidated Financial Statements for GFSIS
- [9] GFSIS, 2015: Management Letter
- [10] GFSIS, 2015 till now: Expert Opinion Brochures 46, 48, 55, 62, 66, 70, 72, and 73 (varia authors)
- [11] GFSIS, 2016: Reports on the training programs and courses (course evaluations)
- [12] GFSIS, 2017: Minutes of a staff meeting regarding quality control at GFSIS (18 November 2016)
- [13] GFSIS, 2017: Annual Report 2016: published on the website of GFSIS.
- [14] GFSIS, 2017: Presentation of the Rondeli Foundation – PPT presentation to the Evaluation Team
- [15] Kakulia, M. and others, 2016: Structure of unemployment and structural unemployment in Georgia. Tbilisi: GFSIS
- [16] KPMG, 2014: Internal Management and Control System Evaluation of GFSIS

- [17] KPMG, 2014: Internal Policy Documents and Manuals for GFSIS
(accounting, business trips, ethics, conflict of interest policy, grant evaluation, procurement, risk management, segregation of duties)
- [18] Varia: short reports with expert opinions

Sida Support to GFSIS

- [19] Deloitte, 2015: Financial Statements for the Sida Core support to GFSIS
- [20] GFSIS, 2014: Request to Sida for a Core Support for GFSIS
- [21] GFSIS, 2014: Log Frame for the Sida Support
- [22] GFSIS, 2016: Semi-Annual Report to Sida (July to December 2015)
- [23] GFSIS, 2016: Semi-Annual Report to Sida (January to June 2016)
- [24] GFSIS, 2017: Annual report, submitted to Sida.
- [25] GFSIS, 2017: Workplan for the Sida Core support 2017
- [26] GFSIS, ongoing: Financial Statements and Cash Balances for the SIDA support
- [27] Horel, S., 2016: Revision of the Logical Framework Matrix of the GFSIS: Executive Report.

Others

- [28] Ismailov, E. And Papava, V., 2008: The Central Caucasus – problems of geopolitical economy. New York: Nova Science Publishers
- [29] Website of GFSIS (www.gfsis.org)
- [30] Website of Rand Corporation (www.rand.org)

Annex 6 – Table Targets Achievements

Activities				
Output/ Result 1.1 (Numbers reflect total of listed projects)		Completed	Ongoing	List of Projects Contributing to Output/ Result 1.1
Training Hours	1472	1200	272	Capacity building of the Georgian public servants and civil society representatives in National Security and Public Policy (July, 2015 –April, 2017)
Mentoring hours	3150	2277	873	
Policy papers	50	24	26	Capacity building in gender sensitive policy analysis, public administration and EU Integration of the Georgian public servants and civil society representatives through multi-component development initiative. (July, 2015 –April, 2017)
Study visit	3	2	1	
Summer school	2	1	1	MFA Training in PA
Meetings	4	3	1	Capacity Building of the Georgian Political Party Staffers in various policy issues (2015-2016)
Stipend	1	1	0	Capacity building of the Georgian Public Servants in issues of global politics and economy. (2015)
Students' debate clubs at GFSIS	6	4	2	Seminars and Network meetings for HR managers within the line ministries (2015-2017)
Youth Journal -My World	8	8	0	Ataturk Leadership Program for the Georgian Public Servants (2015 - 2017)
		0	0	Develop and publish a youth magazine – My World.

ANNEX 6 TABLE TARGET ACHIEVEMENTS

		0	0	Support Students of International Relations through provision of Stipend of Alex Rondeli
		0	0	Support Black Sea Young Diplomat's School, September 2015, Septemebr 2017.
		0	0	Support university and high school students' debate clubs at GFSIS.
		0	0	
		0	0	
Output/ Result 1.2 (Numbers reflect total of listed projects)				List of Projects for Output/ Result 1.2
Public debates	6	3	3	Capacity building in gender sensitive policy analysis, public administration and EU Integration of the Georgian public servants and civil society representatives through multi-component development initiative. (July, 2015 –April, 2017)
Opinion Papers	40	32	8	
Meetings	4	2	2	Develop and publish GFSIS Opinion Papers on non-military aspects of national security (2015-2017)
Conference	1	7	-6	International conference - South Caucasus Security Forum, 2015 -2016
Workshops	2	1	1	Gender Policy and Challenges in Georgia (2016)
Guest lecturers/discussions	41	40	1	Thematic discussions
		0	0	
Output/ Result 2.1 (Numbers reflect total of listed projects)				List of Projects for Output/ Result 2.1
Roundtables	6	3	3	Carry out Georgian-Russian Expert Dialogue, produce joint Georgian-Russian publication, in Russian, Georgian and English.
Publications	13	8	5	
		0	0	Carry out Expert /GoG Dialogue on Peacebuilding (Russia, Abkhazia, South

ANNEX 6 TABLE TARGET ACHIEVEMENTS

				Ossetia).
		0	0	
Output/ Result 2.2 (Numbers reflect total of listed projects)				List of Projects for Output/ Result 2.2
Training Hours	240	186	54	Support EU integration process in Ajaria, Javakheti, and Kvemo Kartli.
Public discussions	23	21	2	Support Georgia's Euro-Atlantic aspiration and efforts in Ethnic Armenian minority populated region of Javakheti (2015)
Publication	1	1	0	
		0	0	Georgian language and other skills based training.
		0	0	Awareness raising on EU in Kvemo Kartli and Samtskhe-Javakheti.
		0	0	Capacity building of ethnic minority community of Javakheti and public discussions on the the issues of local and nationwide importance.
		0	0	
		0	0	
Output/ Result 3.1 (Numbers reflect total of listed projects)				List of Projects for Output/ Result 3.1
Training Hours	220	334	-114	Training of Georgian public servants on EU policies and Institutions, EU-Georgia relations, etc.
		0	0	
Output/ Result 3.2 (Numbers reflect total of listed projects)				List of Projects for Output/ Result 3.2
Workshops/roundtables	3	3	0	Carry out synergetic research on democracy and security nexus in the Caucasus for identifying ways of EU interventions.
Publications	8	4	4	
Discussions	3	2	1	Continue to be active participant of the EaP Civil Society Forum and conduct intensive advocacy and strengthening the civil society participation in the

ANNEX 6 TABLE TARGET ACHIEVEMENTS

				European Integration related policy decisionmaking. Vice chairmanship of the CSF Georgia National Platform.
		0	0	
		0	0	
		0	0	
Output/ Result 3.3 (Numbers reflect total of listed projects)				List of Projects for Output/ Result 3.3
Public debates	4	3	1	Support fulfilment of Georgias AA commitments through planning and organizing workshops and seminars. Organize four events with the participation of ESD and Baltic Embassy representatives.
		0	0	
		0	0	
Output/ Result 4.1				List of Projects for Output/ Result 4.1
Update the Documents:		Completed		Core Support to GFSIS,2015-2017
Code of conduct				
Corporate Ethics policy				
Conflict of interest management policy				
Risk management framework				
Risk reporting template				
Risk reporting template				
Procurement policy				
Evaluation form template for grantees				
Accounting manual				

ANNEX 6 TABLE TARGET ACHIEVEMENTS

Output/ Result 4.2				List of Projects for Output/ Result 4.2
Updated LFA		Completed		Core Support to GFSIS,2015-2017
Updated accounting software				
Financial Audit Report				
Output/ Result 4.3				List of Projects for Output/ Result 4.3
Update and maintain website		Upgraded/ongoing		Core Support to GFSIS,2015-2017
Create Brand book		Comple ed		
Annual GFSIS Report		Ongoing		
Enhance Media coverage		Ongoing		

Annex 7 – Rapid Assessment Workshop

In the Rapid Assessment workshop with GFSIS staff, the participants were asked to respond individually to a number of questions in writing. Here are the results:

Revision of Logical Framework under the Sida Core Contribution: On a Scale 1-10, how helpful was it? And why do you answer with this number?

Answers on a scale 1 (not at all) to 10 (very helpful) : 9, 9, 9, 9, 9, 10

Comments:

1. The process was very helpful.
2. It was helpful because it provides the organization with planning and predictability, and it allows to find gaps and opportunities.

How deeply are the new instruments which KPMG elaborated, rooted and filled with life in the organization? Answer on a scale 1 to 10.

Answers on a scale 1 (not at all) to 10 (very) : 9, 9, 9, 9, 10, 10

Comments:

1. Standards of the organization are more clear

What are the main positive results or effects of this core contribution?

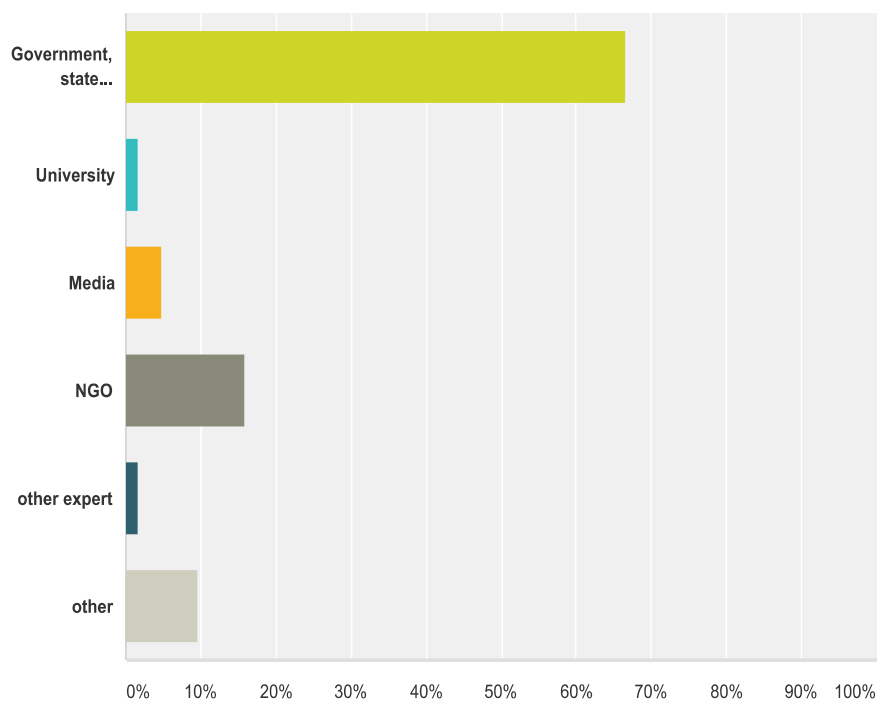
Answers:

1. Possibility to co-found another project and new activities (discussions, meetings) – 5 persons
2. Updating of the Website of GFSIS – 3 persons
3. Capacity to keep the regional office – 2 persons
4. Options to develop GFSIS as an organization
5. Collaborators have now a better understanding of the main problems which we face in Georgia
6. Senior experts are involved in policy shaping processes
7. GFSIS alumni continue to have contact with us. We can use them for consultation on different topics
8. Opportunity to offer co-financing to other donors
9. Capacity to fill temporary gaps

Annex 8 – Results of the Online Survey

Q1 What was your position when you participated in the GFSIS training?

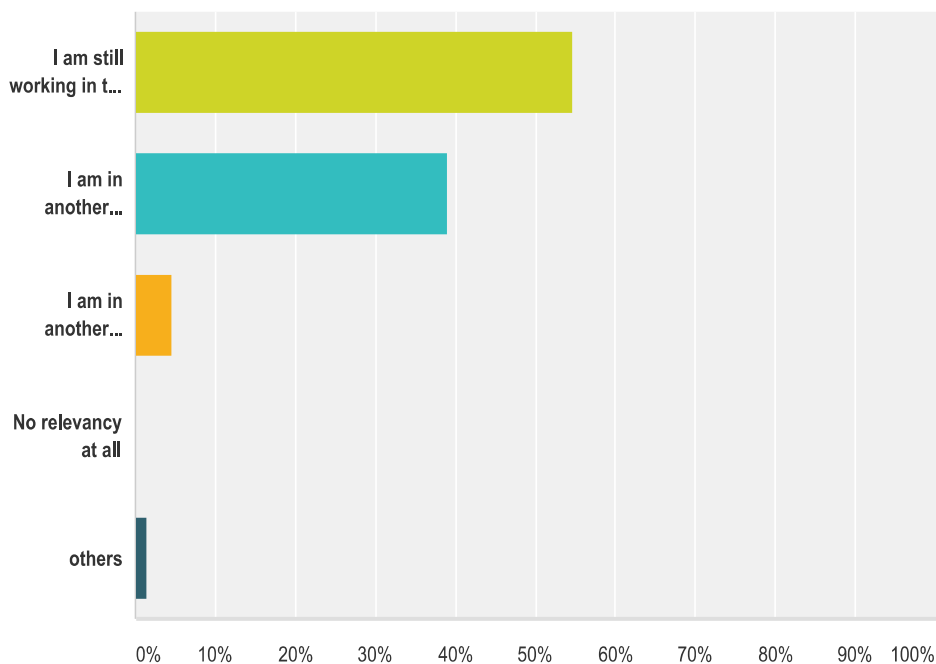
Beantwortet: 63 Übersprungen: 1



Antwortoptionen	Beantwortungen	
Government, state authority, administration	66,67%	42
University	1,59%	1
Media	4,76%	3
NGO	15,87%	10
other expert	1,59%	1
other	9,52%	6
Gesamt		63

Q2 Looking at the present position, what is the relevance of the training which you received from GFSIS?

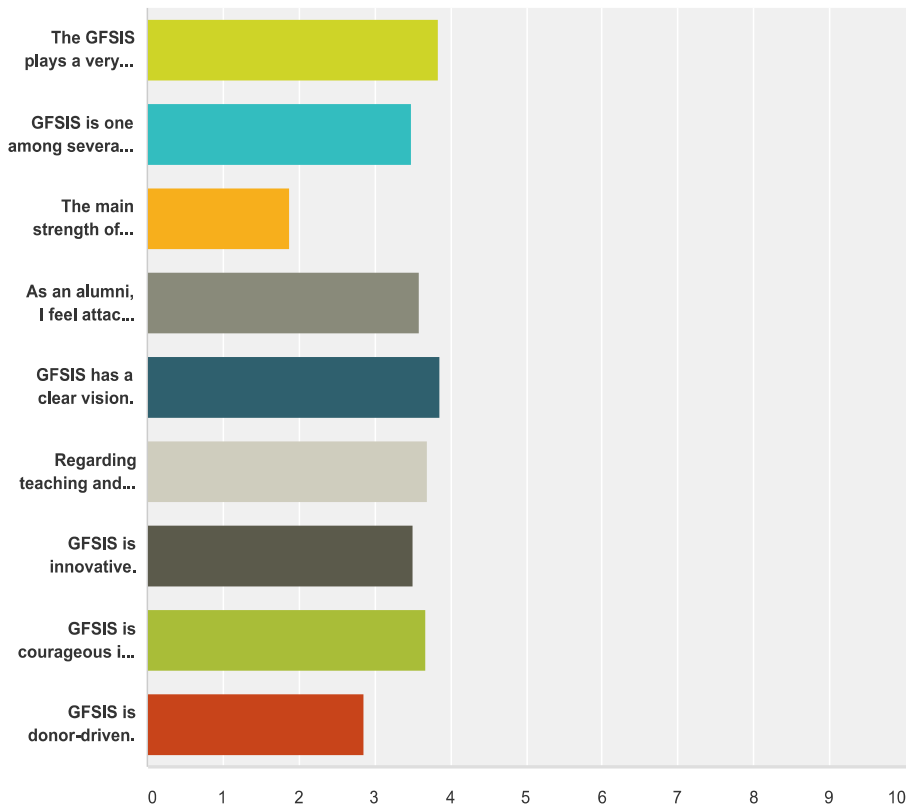
Beantwortet: 64 Übersprungen: 0



Antwortoptionen	Beantwortungen	
I am still working in the same category or position (see question 1)	54,69%	35
I am in another position, but the content of the training is still of the same relevancy.	39,06%	25
I am in another position. The content of the training is of somehow less relevancy to me.	4,69%	3
No relevancy at all	0,00%	0
others	1,56%	1
Gesamt		64

Q3 Role of the GFSIS for the development of a democratic society in Georgia - How do the following sentences appeal to you?

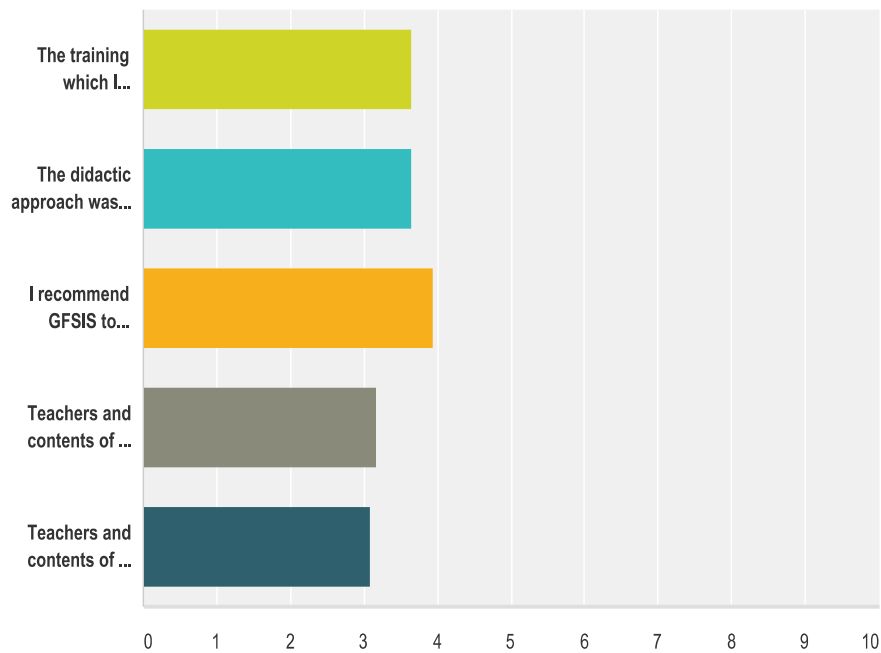
Beantwortet: 64 Übersprungen: 0



	do not agree	rather no	rather yes	entirely agree	no answer	Gesamt	Gewichteter Mittelwert
The GFSIS plays a very significant role for the development of a democratic society in Georgia.	0,00% 0	0,00% 0	15,63% 10	84,38% 54	0,00% 0	64	3,84
GFSIS is one among several other institutes which have a similar capacity to contribute with training and studies to this objective.	0,00% 0	11,11% 7	25,40% 16	57,14% 36	6,35% 4	63	3,49
The main strength of GFSIS is research, and not training.	29,51% 18	42,62% 26	14,75% 9	1,64% 1	11,48% 7	61	1,87
As an alumni, I feel attached to GFSIS and follow the activities of GFSIS.	0,00% 0	10,94% 7	17,19% 11	70,31% 45	1,56% 1	64	3,60
GFSIS has a clear vision.	0,00% 0	0,00% 0	12,70% 8	82,54% 52	4,76% 3	63	3,87
Regarding teaching and communication means, GFSIS is up to date.	1,56% 1	1,56% 1	21,88% 14	73,44% 47	1,56% 1	64	3,70
GFSIS is innovative.	0,00% 0	3,17% 2	42,86% 27	52,38% 33	1,59% 1	63	3,50
GFSIS is courageous in its positions.	0,00% 0	0,00% 0	29,69% 19	64,06% 41	6,25% 4	64	3,68

Q4 Quality of the training which you received at GFSIS - How do the following sentences appeal to you?

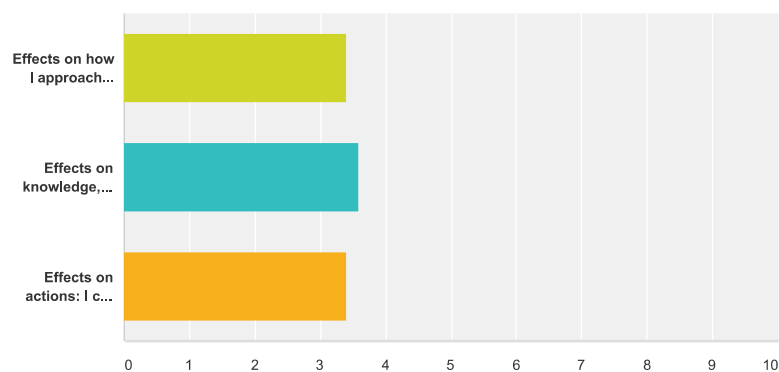
Beantwortet: 64 Übersprungen: 0



	do not agree	rather no	rather yes	entirely agree	no answer	Gesamt	Gewichteter Mittelwert
The training which I received was just what I needed.	0,00% 0	0,00% 0	34,92% 22	65,08% 41	0,00% 0	63	3,65
The didactic approach was adequate for adult's training.	0,00% 0	1,56% 1	31,25% 20	67,19% 43	0,00% 0	64	3,66
I recommend GFSIS to colleagues seeking similar training.	0,00% 0	0,00% 0	4,69% 3	93,75% 60	1,56% 1	64	3,95
Teachers and contents of the training were addressing or sensitive to gender issues.	0,00% 0	14,29% 9	39,68% 25	28,57% 18	17,46% 11	63	3,17
Teachers and contents of the training were addressing or sensitive to environmental issues.	0,00% 0	17,19% 11	42,19% 27	25,00% 16	15,63% 10	64	3,09

Q5 Effects of the training which you received at GFSIS - How do the following sentences appeal to you?

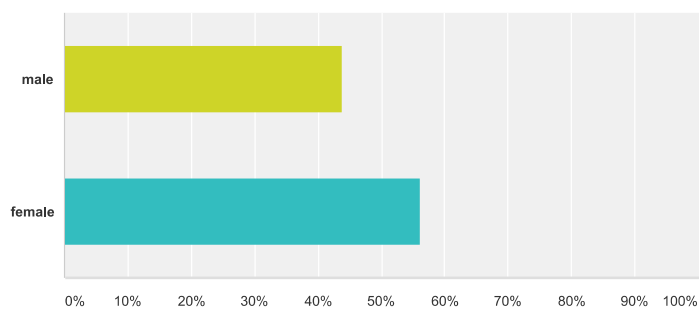
Beantwortet: 64 Übersprungen: 0



	do not agree	rather no	rather yes	entirely agree	no answer	Gesamt	Gewichteter Mittelwert
Effects on how I approach things: The training received at GFSIS has (or had) a concrete impact on my work (e.g. methods, how I approach tasks).	0,00% 0	7,94% 5	44,44% 28	47,62% 30	0,00% 0	63	3,40
Effects on knowledge, awareness: The training received at GFSIS made me aware of new aspects and dimensions in my work.	0,00% 0	3,13% 2	32,81% 21	60,94% 39	3,13% 2	64	3,60
Effects on actions: I can recall several examples in which the training received at GFSIS led to concrete actions or decisions.	1,56% 1	6,25% 4	40,63% 26	48,44% 31	3,13% 2	64	3,40

Q6 You are:

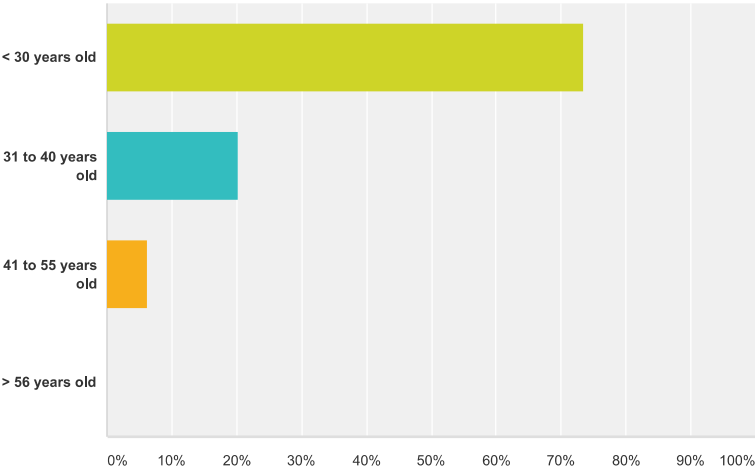
Beantwortet: 64 Übersprungen: 0



Antwortoptionen	Beantwortungen
male	43,75% 28
female	56,25% 36
Gesamt	64

Q7 Your age:

Beantwortet: 64 Übersprungen: 0



Antwortoptionen	Beantwortungen	
< 30 years old	73,44%	47
31 to 40 years old	20,31%	13
41 to 55 years old	6,25%	4
> 56 years old	0,00%	0
Gesamt		64



Evaluation of Core Support to Georgian Foundation for Strategic and International Studies (GFSIS)

The Georgian Foundation for Strategic and International Studies (GFSIS), recently renamed Rondeli Foundation, is an independent, non-profit think-tank dedicated to helping to improve policy decision-making in Georgia through research and analysis, training of policy makers, and public education about strategic, security and reform issues, facing Georgia and the Caucasus in the 21st century.

The evaluation assessed the results of a first two-year phase of core funding by Sida to GFSIS. It concludes that the many studies, debates, courses and trainings provided by GFSIS are of good quality and lead to concrete results at the level of outcomes, particularly in the present context. The multi-stakeholder approach (Government, political parties, NGOs, media) contributes to establish a culture of dialogue in the country. The targets agreed with Sida are likely to be met by the end of the phase. The network of over 3,000 alumni, many of them holding senior positions, is certainly one of the key assets of the foundation. The evaluation identified a number of areas which need to be addressed to increase institutional sustainability.

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