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# Final Project Report

SUPPORT TO THE NEW GOVERNMENT OF GEORGIA

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This publication was produced for review by the United States Agency for International Development. It was prepared by George Asatiani of Development Alternatives, Inc.

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ABBREVIATIONS

SPIR	Strategic Policy and Institutional Reform
SNG	Support to the New Government of Georgia
IQC	Indefinite Quantity Contracts
TO	Task Order
CTO	Cognizant Technical Officer
DAI	Development Alternatives, Incorporated
USAID	United States Agency for International Development
GoG	Government of Georgia
Adjara AR	Adjara Autonomous Republic
GFSIS	Georgian Foundation for Strategic and International Studies
CTC	Centre for Training and Consultancy
IT	Information Technologies
LAN	Local Area Network
ICDP	Institutional Capacity Development Plan
PAS	Public Administrative Support
GIPA	Georgian Institute of Public Affairs
UNAG	United Nations Association of Georgia
IPM	Institute of Polling and Marketing
CSJ	Caucasus School of Journalism
CSB	Caucasus School of Business
CSI	Civil Society Institute

## I. PROJECT SUMMARY

On September 29, 2004 Development Alternatives Inc. (DAI) was awarded the Support to the New Government of Georgia (SNG) task order under the Strategic Policy and Institutional Reform IQC (SPIR IQC). DAI assisted and supported the work of US Government Senior Advisor Daniel Kunin by advising staff in the offices of the President and Prime Minister on improving the effectiveness of their operations. In order to strengthen the day-to-day operations of these offices and foster an effective policy formulation environment, the DAI team provided training and technical assistance in:

- More effective management of executive offices;
- Strengthening policy formulation and implementation capacity, including developing procedures and practices that assisted officials in prioritizing reforms;
- Improving intra-governmental consultation and information-flow, both vertically (with lower-level staff) and horizontally (with peers);
- Enhancing consultation with the Parliament of Georgia;
- More effective outreach and communication with citizens, and increased opportunities for public participation in the policy arena; and
- Operations that result in more accountable performance of officials and staff, including the proper handling of resources entrusted to them.
- Working with the Offices of the President and Prime Minister in implementing the Institutional Capacity Development Plan and supporting effective management of Executive offices
- Working with the State Minister for Reforms Coordination in comprehensively reviewing and identifying ways to improve the GoG's inter-ministerial process.
- Working with the Government of the Autonomous Republic of Adjara in strengthening core government capacities.

To further support these objectives, DAI procured modern office equipment and upgraded information technology and communication networks in the offices.

The SNG project, organized as a task order to Development Alternatives, Inc. under the USAID SPIR IQC, began in October 2004 with an initial pre-assessment completed by Project Associate Artashes Pkhrikyan and Network Planning Manager Sanjin Sahadzic. In November 2004, Senior Georgian Expert (Chief of Party), George Asatiani joined the project and managed it through to its completion in February 2006. Local staff, including an IT Specialist and an Administrative Assistant were hired near the end of December 2004. International consultants from DAI--Senior Program Development Specialist Mike Lynch and Media and Communications Expert Joanne Adams--joined the project in December 2004 as well.

Initially designed as a 6-month rapid impact project, SNG was extended by USAID *three* times through both funded and no-cost extensions.

### **Contractual History of SPIR IQC Task Order 400 (SNG project):**

#### *1. Phase I: October 2004 – March 2005*

DAI successfully completed Phase I of the task order in March, 2005. During the first six months of the project, DAI experts conducted assessments of the President's and Prime Minister's Offices. These assessments including identifying deficiencies, and suggesting ways to improve the management structure and operational effectiveness of Georgian upper management offices. The

Institutional Capacity Development Plan (ICDP), with recommendations for the Executive Branch of the Georgian government, was prepared by DAI at the completion of the first six months of activity. DAI also procured and installed computer and network equipment to facilitate the efficient flow of information and enhance intra-governmental communications.

2. *Phase II: April 2005 – September 2005 (funded extension)*

During Phase II of the project, DAI focused its activity on implementing the recommendations of the Institutional Capacity Development Plan and improving the inter-ministerial coordination process of the Georgian government. The project completed an internship program for the staff of the Executive Branch of the Adjara Autonomous Republic, and IT training for the staff of the Administrations of the President and Prime Minister of Georgia. A series of trainings on the "Principles of Public Relations and Media Department Activities" for the Press officers of the Regional Administrations started in late September, 2005. Dr. Greg Gleason, Senior Government Advisor, started his assignment on Inter-ministerial coordination issues.

3. *Phase III: October, 2005 – December 2005 (no-cost extension)*

During Phase III of the project, DAI continued the series of "Principles of Public Relations and Media Department Activities" for the Press Officers of the Regional Administrations. DAI Consultant Dennis Chilberg performed a study on recommendations for sustainability of the Georgian Foundation for Strategic and International Studies (GFSIS). Significant achievements were made through a workshop on public outreach and inter-ministerial coordination in Gudauri and the "Roundtable on Intergovernmental Cooperation" for nine regional governors and their press secretaries (a collaborative effort between the President's and Prime Minister's Offices to promote intergovernmental coordination). Also, a training on the Basics of Public Administration for Adjara AR public servants was completed in December and the technical assistance (IT Procurement) for the offices of the President and Prime Minister of Georgia and the Executive Branch of Government of Adjara Autonomous Republic were successfully completed by the end of December.

4. *Phase IV: January 2006 – February 2006 (no-cost extension)*

During Phase IV, the upgrading of the network infrastructure of the Executive Branches of the State and Adjara Autonomous Republic was finalized. The project held an exceptional event when the DAI/SNG project, in cooperation with the President's Administration, held a conference on public outreach and inter-ministerial coordination in Bakuriani. The conference was attended by Press Officers of 4 State Ministries and 11 line ministries, as well as the press staff from the Prime Minister's Office, the Parliament of Georgia, the Tbilisi Mayor's office and representatives from the Autonomous Republic of Adjara. This conference was personally facilitated by the President of Georgia, Mikheil Saakashvili. Also, an effective communication skills training was completed for the head of the Regional press offices during the end of February.

As the SPIR IQC itself had expired in the interim, no further project extensions under that vehicle were possible. The project ended on February 28, 2006.

In summary, the project was redefined and prolonged by the Mission three times within a 1.5 year period. During that period, three members of USAID/Caucasus Office of Democracy and Governance staff successively managed the project as its cognizant technical officers.

The project was efficiently and effectively managed by a single Senior Georgian Advisor (Chief of Party) and a limited number of Georgian staff. The staff roster over the life of the project is provided in Annex 1.

## **The Background**

Georgia, a country in the South Caucasus, regained its independence from Russia in 1991, when the Soviet Union collapsed. After a tumultuous civil war, during which Russia supported the secession of Abkhazia and South Ossetia, Eduard Shevardnadze assumed the reins of government, and was elected president twice, leading Georgia from 1992 to November 2003. In that year, after highly questionable re-election results, the famous ‘Rose Revolution’ occurred, led by Mikheil Saakashvili, Nino Burjanadze and Zurab Zhvania. The Presidential election was re-held in January of 2004, confirming Mikheil Saakashvili as the new President of Georgia.

### *The Challenge*

Essentially, after the fall of the Soviet Union, Georgia was faced with the challenge of rebuilding a national government. The President at that time, Edward Shevardnadze, based the government model on the soviet system, building it over a network of established patronage systems.

Government officials, both elected and appointed, had a limited understanding of democracy and a market economy. Conflict of interest laws were weak and un-enforced. Officials tended to use their strategic positions in administration as a source of income rather than representing the best interests of their constituents.

### *The Rose Revolution*

Since early 2004, the Government of Georgia has made a concerted effort to bring in democratic principles and streamline top-heavy bureaucracies. It is a huge undertaking and requires consistent progress toward a long-term vision. The size of the public sector has been significantly reduced in the past 2 years, bringing the private and public sectors into a better balance. Issues of taxation, social issues, land reform, and measures battling corruption are being undertaken at the same time the Government is creating an internal reform of its administration.

This initial phase of reform has been successful in improving the effectiveness and integrity of government. However, lasting change requires a steady progress, and cumulative positive changes. The Government of Georgia is making significant progress, but needs on-going support to develop and stabilize these much needed reforms.

## **Project Organization**

Over its 18 months of existence, the SNG project evolved and adapted into a highly effective and well-regarded project. The full-time staff members--highly skilled Georgian professionals--were matched with U.S. consultants in the fields of Public Administration, Media and Communications, and Information Technology. In addition to carrying out project tasks, constantly discussing, and occasionally contesting with their counterparts in the Executive Branch, they also provided valuable information and training resources for the staff of the Administrations of the President and Prime Minister of Georgia and the Executive Branch of the Adjara AR Government.

The SNG Project had exceptional support from the Georgian Government: the renovated project offices in the Government Chancellery of Georgia were provided free of charge, including all needed utilities and ground lines. An active, physical presence in the Chancellery increased the effectiveness

of the project and gave the staff and consultants open, personal access to the GoG staff on a regular basis.

Access always comes at a price, and in this case, the price was assisting the Executive Branch staff in increasing the effectiveness of their own work. Being seen as resident experts, the SNG staff was frequently contacted to assist “on-call.” Oftentimes the balance between what the government “wanted” in terms of help to deal with an immediate matter and what the government “needed” was delicate. However, this active participation and assistance to staff considerably advanced the credibility and trust toward the SNG project, and directly benefited the policy dialogue in the Executive Branch’s Institutional Capacity development.

## II. RESULTS

### Results Obtained During the Life of the Project

#### *a) Trainings organized by the SNG Project*

**Total number of participants: 233**

**Women: 185                      Men: 48**

#### Tbilisi

Computer training for the computer users in the Government of Georgia

Participants: 19                      Women: 16                      Men: 3

#### Tbilisi

Adjara AR Government Executive Branch staff training in the Administration of the President of Georgia

Participants: 13                      Women: 8                      Men: 5

#### Tbilisi

Principles of Public Relations and Media Department Activities Training for the Heads of Regional Administration Press Offices

Participants: 14                      Women: 14                      Men: 0

#### Gori

Principles of Public Relations and Media Department Activities Training for the Heads of District Administration Press Offices

Participants: 15                      Women: 13                      Men: 2

#### Tbilisi

Principles of Public Relations and Media Department Activities Training for the Heads of District Administration Press Offices

Participants: 12                      Women: 12                      Men: 0

#### Poti

Principles of Public Relations and Media Department Activities Training for the Heads of District Administration Press Offices

Participants: 17                      Women: 15                      Men: 2

Kutaisi  
Principles of Public Relations and Media Department Activities Training for the Heads of District Administration Press Offices  
Participants: 16                  Women: 16                  Men: 0

Gudauri  
Heads of Ministries' Press Offices Workshop  
Participants: 24                  Women: 18                  Men: 6

Tbilisi  
Meeting of Governors and Regional Press Secretaries  
Participants: 24                  Women: 10                  Men: 14

Tbilisi  
Heads of Ministries' Press Offices Workshop  
Participants: 24                  Women: 18                  Men: 6

Tbilisi  
Basics of Public Administration Training for Adjara Autonomous Republic public servants (training implemented by CTC)  
Participants: 11                  Women: 6                  Men: 5

Bakuriani  
Conference on Public Outreach and Inter-Governmental Coordination  
Participants: 27                  Women: 24                  Men: 3

Tbilisi  
Effective Communication Skills Training (training implemented by CTC)  
Participants: 17                  Women: 15                  Men: 2

*b) Total value of IT Assistance to the Offices of the President and Prime Minister of Georgia, The Executive Branch of the Adjara Autonomous Republic and the Office of The State Minister on Reforms Coordination*

Table 1. Value of IT Assistance to Administration of the President of Georgia

<b>Procurement type</b>	<b>Description</b>	<b>Quantity</b>	<b>Total cost (US\$)</b>
Computers	Desktop computers	41	\$29,357.94
Computers	Server computers	4	\$17,801.00
Computers	Notebooks	5	\$7,671.00
Monitors	Flat-panel monitors	46	\$14,461.38
Printers	Laser/All-in-one printers	8	\$5,394.70
Power protection equip.	UPSs/Surge suppressors	45	\$6,097.52
Software	OS/Mail/Workgroup Client/Server	57	\$15,163.00
Software licenses	CALs/Antivirus licenses	60	\$2,700.00
Data storage devices	Various data storage devices	7	\$425.07

Network accessories	Ethernet switch/Printer Jet direct	2	\$217.42
Furniture	DAI Office furniture/TV wall mounts	24	\$2,267.56
Other equipment	TVs/Fax machines/Recorders	10	\$1,743.05
Books	Literature for IT Professionals	12	\$344.22
Accessories	Accessories	13	\$1,318.62
<b>Total value</b>		<b>334</b>	<b>\$104,962.47</b>

Table 2. Value of IT Assistance to the Administration of the Prime Minister of Georgia (Government Chancellery)

<b>Procurement type</b>	<b>Description</b>	<b>Quantity</b>	<b>Total cost (US\$)</b>
Computers	Desktop computers	31	\$22,475.22
Computers	Server computers	2	\$5,329.00
Computers	Notebooks	3	\$4,319.00
Monitors	Flat-panel monitors	33	\$10,490.13
Printers	Laser/All-in-one printers	4	\$2,905.38
Printer accessories	Automatic Duplex Units	3	\$771.00
Power protection equip.	UPSs/Surge suppressors	38	\$4,317.47
Software	OS/Mail/Workgroup Client/Server	3	\$276.00
Software licenses	CALs/Antivirus licenses	2	\$2,715.00
Data storage devices	Various data storage devices	5	\$420.00
Network equipment	Cisco Switches/content engines/etc.	19	\$43,162.00
Network accessories	Ethernet switch/Printer Jet direct	22	\$6,406.85
Furniture	DAI Office furniture/TV wall mounts	6	\$850.60
Other equipment	TVs/Fax machines/Recorders	9	\$2,329.00
Books	Literature for IT Professionals	16	\$443.51
Other accessories	Accessories	7	129.86
<b>Total value</b>		<b>203</b>	<b>\$107,340.02</b>

Table 3. Value of IT Assistance to the Executive Branch of the Adjara Autonomous Republic Government

<b>Procurement type</b>	<b>Description</b>	<b>Quantity</b>	<b>Total cost (US\$)</b>
Computers	Desktop computers	21	\$13,356.00
Computers	Server computers	1	\$3,867.00
Computers	Notebooks	2	\$2,684.00
Monitors	Flat-panel monitors	22	\$6,284.75
Printers	Laser/All-in-one printers	3	\$2,952.88
Printer accessories	Automatic Duplex Units	2	\$562.00
Power protection equip.	UPS/Surge suppressors	23	\$2,863.07
Software	OS/Mail/Workgroup Client/Server	143	\$3,153.10
Software licenses	CAL/Antivirus licenses	81	\$2,003.51
Data storage devices	Various data storage devices	1	\$80.54
Furniture	TV wall mounts	3	\$140.66
Other equipment	TVs/Fax machines/Recorders	4	\$653.27
<b>Total value</b>		<b>306</b>	<b>\$38,600.78</b>

Table 4. Value of IT Assistance to the Office of the State Minister on Reforms Coordination

Procurement type	Description	Quantity	Total cost (US\$)
Computers	Desktop computers	7	\$4,452.00
Computers	Notebooks	1	\$1,342.00
Monitors	Flat-panel monitors	7	\$2,021.25
Printers	Laser/All-in-one printers	2	\$1,649.63
Power protection equip.	UPS/Surge suppressors	7	\$658.00
Accessories	Printer/Notebook Accessories	2	\$307.00
<b>Total value</b>		<b>26</b>	<b>\$10,429.88</b>

### **Activities and Accomplishments During the Life of the Project**

- Opened and equipped DAI offices in the Government Chancellery;
- Prepared IT and office equipment procurement plan;
- Conducted two Technical Assistance Assignments – assessment of media communication strategies, and of office management and operations;
- Held a meeting with USAID/Tbilisi CTO Joe Taggart and the USAID/Washington SPIR Project Office Pat Fn'Pierre at DAI headquarters in Bethesda;
- Purchased and installed computer and network equipment at the executive offices in the Government Chancellery in the Phase 1 of the IT Assistance;
- Prepared Assessments of the Offices of the President and Prime Minister;
- Conducted trainings, workshops and seminars for the President's and Prime Minister's communications staff;
- Assisted the President's communications staff with organization and content of the President's English language web site [ [www.president.gov.ge](http://www.president.gov.ge) ];
- Prepared a long term Institutional Capacity Development Plan for the Offices of the President and Prime Minister;
- Conducted seminars for district press officers, providing professional support and additional training to these offices in order to improve inter-governmental communication and public outreach;
- Provided technical assistance to the Georgian Foundation for Strategic and International Studies (GFSIS) to develop a financial sustainability and institutional capacity enhancement plan;
- Assisted the President's Communications Advisor and her staff from the President's Office in hosting a two-day workshop in Gudauri on Inter-Ministerial Coordination for the 17 ministry press secretaries;
- Hosted a roundtable on Intergovernmental Cooperation for nine regional governors and their press secretaries (a collaborative effort among President's and Prime Minister's Offices to promote intergovernmental coordination);
- Prepared a Public Administration Capacity assessment to identify the potential for programs of public administration modernization that relies principally upon Georgian NGOs to carry out activities;
- Organized a training on the basics of public administration for Adjara AR public servants

- Provided the Phase II of the technical assessment and IT Procurement for the offices of the President and Prime Minister of Georgia and the Executive Branch of Government of Adjara Autonomous Republic;
- Translated the entire content of the Georgian Government's website [[www.government.gov.ge](http://www.government.gov.ge)] into English
- Hosted a Conference on Public Outreach and Inter-governmental Coordination for the Heads of Ministry press offices that included participation by the President of Georgia and the Cabinet of Ministries.
- Organized an Effective Communication Skills Training for the Heads of Press offices from Regional Administrations.

## **Overview of Accomplished Activities**

### **Initial Assessment of Government of Georgia Administrative Offices**

January 2005

In January, 2005, DAI prepared and submitted to USAID an Assessment and Recommendations Document summarizing the results of assessments completed by DAI consultants in December, 2004 and recommending the next steps in improving the management, media and information capacity of the Government of Georgia Administrative Offices. One of the main recommendations of the document was the reorganization of the current structure of the Offices and addition of several new positions including the position of Chief of Staff.

At the suggestion of the Senior Advisor to the Georgian government Daniel Kunin, DAI prepared a Power Point presentation based on the above document, which specifically addressed various possible organizational charts for the Offices and provided description of the responsibilities of the key positions proposed for the new structure. The presentation was submitted for review by Daniel Kunin and Executive Assistant to the President Natalia Kancheli. After receiving feedback, DAI continued to work on designing an appropriate organizational structure for the Offices, which would reflect the specific Georgian context and at the same time develop and optimal structure for the Executive Offices.

### **Beginning PR Work, IT Networking and Capacity Building**

February - March 2005

In February 2005, DAI Media Consultant Joanne Adams arrived in Tbilisi for her second three-week assignment on the project. Ms. Adams SOW included work on the English language version of the President's Office Web site, training in PR on public policy, training on press releases, and other tasks.

In March 2005, DAI IT Specialist Sanjin Sahadzic traveled to Tbilisi to coordinate the installation of computer and network equipment in the executive offices of the Georgian government.

The network services were split into two (procured by project) servers for each office, functioning independently on single logical network. Each server now operates MS Windows network authentication and security services (MS Active Directory) with the capability of network file sharing, local e-mail, scheduling and collaboration services based on IBM Domino, the latest corporate level manageable Antivirus protection with Symantec's client security, tape backup options, interfaced with the existing document tracking application and other tools. Mr. Sahadzic also

provided system administration training for the project IT Specialist and the IT team for the President's Administration.

Also in March, 2005, DAI Senior Program Development Specialist Mike Lynch conducted his second trip to Georgia to work on the long term Institutional Capacity Building Plan for the Offices of the President and Prime Minister. The DAI Media and Public Relations Specialist worked simultaneously on the institutional capacity building plan for the media and communications divisions of the Offices.

The Institutional Capacity Plan prepared by DAI is a comprehensive document that provides an assessment of the current state of the organization and operations at the Offices of the President and Prime Minister followed by institutional capacity development plan comprising recommendations on structure, staff, training, procedures, and technology. It outlines a new structure for the Offices that would include a traditional management system headed by a Chief of Staff assisted by a Secretariat. Underneath that Chief of Staff, five Directorates would be tasked to accomplish the administrative, political and policy mission of the Government. Each Director would oversee a variety of Departments and report to the Chief of Staff while maintaining all necessary access to the President and the Prime Minister.

This model, if implemented in conjunction with proper training and a professional civil service system, would enable both the President and the Prime Minister to avail themselves to an efficient, effective team of professional advisors and aides ready to make their policy reforms into reality.

The DAI Administrative Specialist Artashes Pkhrikyan traveled to Tbilisi with an oversight visit at the end of the first phase of the task order. He met with the field employees, examined the operations and the reporting procedures of the office. Mr. Pkhrikyan also held meetings with project counterparts and USAID officers to brief them on the project activities and solicit their feedback. The parties agreed that the project was proceeding well and the main objectives were being accomplished.

### **The Adjara Government** April - August 2005

On April 26-27, 2005 the design team member for the USAID's Public Administrative Support (PAS) project accompanied the Deputy Mission Director to Batumi to explore the possibility of extending the assistance project to the governmental units in Adjara Autonomous Republic. The purpose of the meetings with the Head of the Autonomous Republic of Adjara, Levan Varshalomidze and the representatives of Supreme Council was to assess the needs of the new government of Adjara with regard to improving the effectiveness and efficiency of government operations.

Mr. Varshalomidze welcomed any type of assistance from USAID that would help to strengthen core government capacities. In order for USAID to respond to the needs of AR in a focused and well-targeted fashion, he was advised by the Deputy Mission Director to provide USAID with a list of what he determined to be priority areas for assistance and reorganization planning.

USAID added assistance to the Government of the Autonomous Republic of Adjara to the DAI task order to address the executive side during the next seven-month period and, in June, 2005 DAI completed an initial/baseline assessment of the situation in the Government of the Adjara Autonomous Republic. George Asatiani, SNG Project Administrator consulted with representatives of the Executive Branch of the Adjara Government, Supreme Council and Council of Ministries in developing this assessment, and found the local counterparts to be very proactive and supportive.

During the consultations it was obvious that there was a serious interest from the Adjarian Government staff to have job training in the comparable offices of the President's Administration in Tbilisi. While the State Chancellery is still improving its competencies, there are offices within the Chancellery that are highly effective: e.g. Executive Secretariat of the President of Georgia, President's Communications Office, Protocol Department, and the IT office. Cross-training through practical internships in the Government Chancellery offices was very useful for Adjara staff, who are involved in similar work in their positions in Adjara. In addition, these internships provided an opportunity to develop personal relationships and contacts with professionals involved in a similar field.

The IT situation in Adjara was more challenging. There was no IT position in the Adjara Council of Ministries, no IT strategy in any branch of the Adjarian Government, and no file servers in any of the offices. The Adjarian Government had an extremely slow DSL connection with a local ISP- Georgia Online (128 Kb/S, limited 8Gb incoming traffic, 4Gb outgoing traffic). Dedicated E-mails [ nlastname@adjara.gov.ge ] were rarely used by a few staff in the Executive Branch of the Adjarian Government. There was an Office Local Area Network (based on 16-port Ethernet Switch, 100Mb/S LAN) established in all three government buildings and it was in relatively good condition.

There was a very serious desire to upgrade the computer and office equipment for the Executive Branch of the Adjarian Government office. Each department had only a few computers, with an average of one computer available per four staff members. The most recent partial modernization of the computer equipment was in October, 2004.

In response to this situation, technical assistance to the Adjara AR Executive branch was included in Phase 2 of the IT procurement and the Executive branch received the necessary IT equipment including: servers, desktop and notebook computers, network printers and other necessary equipment which fully modernized the IT infrastructure of this office. All the IT components were designed to allow interface with the infrastructure created within the framework of the SNG project.

### **Adjara Internships in Tbilisi**

August 2005

In addition to technical assistance, several training initiatives were held to support the staff of the Executive Branch of the Adjara AR Government. From August 15 through August 19, thirteen staff members of the Executive Branch received an internship with their counterparts in the Offices of the President's Administration. Following this initiative, in December 2005 the 11 staff members of Adjara AR Government Executive Branch gained a greater understanding of their roles within the larger structure of government and civil society through the training sessions prepared by the Center for Training and Consultancy (CTC) that provided an overview of the Georgian governmental structure, how it compares with other parliamentary systems, and an introduction to public administration and governing.

### **Collaborative Press Office Trainings**

September - November 2005

In September-October, 2005 the 70 Head Officers of the Regional and District Administrations Press Departments participated in a series of trainings on "Principles of Public Relations and Media Department Activities" presented by their counterparts in the Offices of the President and Prime

Minister of Georgia, as well as by the Georgian Institute of Public Affairs (GIPA) and UNAG trainers. This activity was created by DAI Consultant Joanne Adams and Manana Kartoziya (Head of the Public Relations Department of Prime Minister's Administration). These seminars, which were held in Tbilisi, Gori, Poti and Kutaisi, provided professional support and additional training to these offices, in order to improve inter-governmental communication and public outreach. These initiatives provided regional staff with an opportunity to get to know each other, share experiences, obtain basic skills training and to help organize the follow-on trainings for the regions.

In the beginning of November 2005 the President of Georgia urged government ministries to step up their efforts to reach out to the public. In the two days following these remarks, DAI and the President's Administration hosted a conference on public outreach and inter-ministerial coordination attended by the press officers of the 13 ministries and four state ministries. Press staff from the Prime Minister's Office, the Autonomous Republic of Adjara, and the Tbilisi Mayor's Office also participated. At the two day conference, the first of its kind involving all ministry press officers, the participants highlighted the need for coordination among their offices. They agreed to institute biweekly meetings to review activities during the previous period and to develop an action plan for the upcoming period. DAI also conducted a brief training needs assessment; the participants expressed interest in receiving training principally in management, web site management and in how to appear on television. The assessment also revealed that although many of the press officers have a background in journalism, few have received training in public relations or strategic communications.

### **Roundtables and Communication between Ministries**

December 2005 - February 2006

This initiative was followed by the roundtable of Governors and Regional Press Secretaries, which was a collaborative effort between both the President's and the Prime Minister's Offices. The roundtable addressed issues of Intergovernmental Cooperation, and included the nine regional governors and their press secretaries. This was the first joint effort between the two offices, and came about through the support and guidance of the SNG project and the President's Communications Advisor, Marika Verulashvili. The trainings/workshop initiatives for the Head Press officers were completed with the final workshop on February, 2006- 'Effective Communication Skills Training' implemented by CTC at the end of the SNG project.

### **Additional Assessments**

During this same time period, Development Alternatives, Inc. completed 2 assessments, one of which was an evaluation of the administrative capacity of the Georgian Foundation for Strategic and International Studies (GFSIS), and to make recommendations for strengthening its sustainability, including recommendations to establish a sustainable funding base. This report was based on consultation with GFSIS staff by DAI consultant Denis Chilberg in October, 2005. The second assessment was completed by Dr. Gregory Gleason which was an outgrowth of an earlier study regarding the challenges of inter-ministerial coordination in Georgia. The objective of the assessment was to identify the potential for programs of public administration modernization that rely principally upon Georgian NGOs to carry out activities. This assessment focused on activities that will assist the Georgian government through culturally appropriate indigenous administrative resources, and provide the basis for greater Georgian public-private partnerships.

### **III. ANALYSIS / LESSONS LEARNED**

#### **The Concept of improving Inter-ministerial coordination**

The basic idea was to develop liaisons between Ministries and other departments, accomplished via workgroups composed of well-placed officials. This concept had already been partially implemented by DAI through its workshops and retreats in October-December 2005. These workshops had exceptional results, for very specific reasons.

At the conferences, participants, who had never cooperated before, agreed to prepare biweekly plans on their media and public outreach activities, to submit these plans to the President's Office, and to attend regular biweekly meetings to discuss and revise the plans. Please see the 'Political Will' section of this report for an explanation of the dynamics involved. Since the December launch of these processes, the President and Prime Minister's Offices and the ministries have continued to coordinate their activities to maximize media exposure, and in particular, to assist the governors' offices in obtaining coverage of regional events.

The conference participants identified and discussed a wide range of issues and reached conclusions on a number of activities to improve their operations and further their cooperative efforts. They also made recommendations for specific training activities and items they would like to address in cooperation with USAID.

Future Potential: The second phase of this initiative could be the forming of a Liaison Workgroup consisting of Deputy Ministers or Branch Ministry Senior Staff, Heads of Ministries Press Offices and Heads of Human Resource Departments. The premise behind the liaison workgroups would be to ensure ongoing 'buy-in' by those who have access to ministerial policy makers.

The Office of the State Minister on Reforms Coordination and the Civil Service Bureau could also take an active part in this initiative.

DAI has made a successful first step in Inter-ministerial Coordination, and the model developed could easily be used by the SNG follow on in other initiatives- spreading through the full range of Government officials- from Heads of Ministries Press Offices to Deputy Ministers or Branch Ministry Senior Staff and Heads of Human Resource Departments.

#### **Working with the Executive Branch**

The SNG project worked with a series of three Heads of the President's Administration and two Prime Ministers but was not strongly affected by the changes in management. This experience was contrary to the RAPA ( DAI's Restructuring Assistance and Policy Advice for the Ministry of Agriculture) project experience-which was heavily dependent on the attitude of a single Minister toward the project. This was partially due to a Minister's decision to bring in his own advisors and assistants. It might also have been affected because the new minister was much less receptive to, and knowledgeable about, technical assistance projects than his predecessors. This was not a factor in the SNG project.

## **Management**

The model of a Georgian unit with a Georgian Director assisted by U.S. consultants was highly effective at gaining real influence and respect within the Executive Branch. From the RAPA experience in the Ministry of Agriculture, asking the expatriate advisor to simultaneously act as chief strategist, project diplomat, staff technical trainer and principal administrator led to a situation where too much depended on him in an atmosphere where he could not effectively communicate in the native language/cultural context of those he was working with. According to the RAPA Final Report: "...it is natural that the need for administrative staff should be questioned, it would certainly make sense in the future to provide both more short-term expatriate support, perhaps on a "recurring guest star" basis to leverage knowledge of the country and the unit previously gained, to provide better analytic training and guidance, and to provide a part-time manager to deal with some of the burden of administration".

Considering the success of the SNG project model, however, there is no need for this kind of complicated structure, when the model used combines a Georgian unit with an experienced Georgian Director and an adaptive combination of American/Georgian consultants.

The RAPA project also tended to work in isolation (rather than collaboration) and this added increased pressure to the Director of RAPA.

## **Coordination With Other Donor Projects**

The focus of the SNG project was developing communication and coordination, and this was also reflected in the relationships and collaboration with other donors. In particular, the World Bank repeatedly and publicly praised the SNG project because it was ongoing, had detailed knowledge of the issues, and could be consistently counted on to work alongside the World Bank in achieving common goals.

## **Political Will/Cooperation**

The present Georgian government continues to face challenges in developing a strong and stable institution. There are many issues to be addressed, and developing a common, agreed-upon strategy is difficult in challenging times. It is clear that a policy advice project works well only when its government management counterpart shares common values and is supportive of the project as well.

A key issue in the success of a project like the SNG project is the identification of potentially positive collaborators/supporters within the decision-making body of the Government. These positive collaborators dramatically increase the effectiveness of the planned initiatives, as was the case with the involvement of Marika Verulashvili in Inter-governmental cooperation activities under the SNG project. Another variant is to have a clearly communicated 'green light' from government leaders to their staff to provide assistance in implementing project components- as was the case in the Adjara Autonomous Republic.

Rapid response to stated needs was another key to success in the SNG Project. When the Office of the State Minister on Reforms Coordination requested IT equipment, it was quickly and politely provided. In return, the SNG project received all the support it needed in implementing its Inter-ministerial coordination component.

It is also important to establish excellent working relations with mid/low-level positions as well, to obtain assistance in the actual implementation of planned activities and to develop a good reputation/status within the government. The overall impression/attitude toward a project is always generated from the grassroots up, rather than from the top down.

It is important to understand the way in which the government and its staff interacted with and relied on the SNG project. It went beyond the technical and administration/media aspect of the project- GoG staff often asked the readily available project staff for additional advice and assistance, e.g. asking to assist in assessing the computer system for the World Bank proposal, helping them prepare the proposal for Cisco systems. Part of this was the physical presence of the office in the Chancellery, and part of this was an 'open-door', relationship-building attitude of the Georgian staff. The ready availability of the SNG staff, and their active assistance in problem-solving issues for line staff created a positive and supportive working environment for the SNG project. It is important for USAID to continue to build on this established relationship of both trust and expertise in the next phase of the SNG project.

As a conclusion to 'lessons learned' and taking into consideration the importance of identifying key collaborators, cultivating those relationships, and developing a positive relationship with line staff in the Government offices it would be worth mentioning the importance of having a Georgian Director in the follow-on to the SNG project. Having the right Georgian in this position would be a guarantor in establishing good working relationships in all levels of the Government structure and would ensure a successful bridge between the US Assistance initiative/ US consultants and the staff of the Government of Georgia.

## **IV. SUCCESS STORIES**

### **Introduction**

The SNG project was designed as a six-month rapid impact project to assist the new Government of Georgia in strengthening coordination within the Executive Branch and enhancing the ability of the government to develop and implement policy. Due to its effectiveness, the project was extended three times and became a 18-month exceptionally successful USAID initiative. Additional extensions were used to create active cooperation within not only the Executive Branch, but also added assistance to the Autonomous Republic of Adjara and the Office of the State Minister on Reforms Coordination.

Additional project components included:

Inter-Ministerial Coordination, an Institutional and Financial Sustainability assessment of US-Gov funded organizations (GFSIS), and Public Administration assessments- to identify the potential for Georgian NGOs to assist with Public Administration modernization activities. These assessments evaluated the ability of existing Georgian resources to effectively assist the Georgian Government, and further develop Georgian public-private partnerships.

The resounding success of the SNG project was exemplified in its Inter-Ministerial Coordination workshop in Bakuriani in February, 2006. Not only was the active participation of 9 Ministers, 2 State Ministers and the heads of the press offices from each Ministry assured, but the President of Georgia himself, Mikheil Saakashvili, personally facilitated one of the sessions. This proactive participation by President Saakashvili and key members of the Executive Branch of the Georgian

Government gave exceptional credibility and momentum to SNG's Inter-governmental coordination program- a resounding success for a project that was less than eight months old.

One of the indicators of projects' sustainability is the new three-month initiative- 'Support to the Georgia Governmental Network' funded by the Administration of the President. The SNG Project Director was personally asked to participate in this working group, to assist the assembled group of experts to define what was accomplished by the SNG project and how the expertise, technology and momentum provided by the project could be utilized in the development of future government initiatives.

### **IT Assistance to the Government of Georgia. Phase 1** February-March, 2005

In February, 2005 through Phase 1 of its IT Procurement, DAI purchased and installed computer and network equipment at the Executive Offices in the Government Chancellery. Equipment was purchased through the local vendor United Global Technologies (UGT), who was identified through a fair and competitive selection process.

In March, DAI IT Specialist Sanjin Sahadzic traveled to Tbilisi to coordinate the installation of computer and network equipment in the Executive Offices of the Georgian government.

The network services were split into two (procured by project) servers for each office functioning independently on single logical network. Each server now is operating Windows network authentication and security services (Active Directory) with the capability of network file sharing, local email, scheduling and collaboration services based on IBM Domino, the latest corporate level manageable Antivirus protection with Symantec's client security, tape backup options, interfaced with the existing document tracking application and other tools. Mr. Sahadzic also provided system administration training for the project IT Specialist.



*DAI IT Experts complete loading of software into the new computers. During the first phase of the DAI/SNG project, new computers and networking were installed to improve communication and efficiency in the Georgian Government Offices.*

## **Adjara AR staff training in the President's Administration.**

August 15 – August 19, 2005

From August 15 through August 19, thirteen staff members of the Executive Branch of Adjara Autonomous Republic received an internship by their counterparts in the Offices of the President's Administration. DAI/SPIR-SNG provided transportation, hotel accommodation including M&IE, and general coordination of the internships.

The following offices of the President's Administration provided internship opportunities:

- Executive Secretariat of the President of Georgia,
- Office of Legal Issues and Relations with Government,
- Mass Media and Public Relations Office,
- Chancellery of Administration of the President of Georgia/Organizational Office,
- Internal Policy and Institutional Arrangements Office,
- International Relations and Civil Integration Office,
- Citizens' Reception and Citizens' Correspondence Work Division,
- Civil Service Bureau,
- Personnel Office,
- Protocol Office,
- Information Technology Division.

There was excellent participation and coordination from the side of the Offices of the President's Administration. Considering these offices are generally larger than the similar offices in the Executive Branch of the Adjara Government, the interns had an opportunity to work in different sub-departments within those offices. Most of these offices are located on different rooms/floors of the State Chancellery and the necessary coordination/scheduling was done by the host offices in the President's Administration. Interns received invaluable information, knowledge, skills and what is most important - they now personally know their colleagues in the President's Administration and can contact them directly for any kind of support/assistance they might need.

Mr. Nick Higgins, USAID's Director of the Office of Democracy and Governance, and Ms. Bridget Brink, the Political and Economic Counselor of the US Embassy in Georgia, hosted a special reception to honor the staff of the Government of Adjara AR. The reception was attended by the Adjara interns, along with the representatives of their host offices from the President's Administration. Government representatives assisting with Inter-ministerial coordination, DAI consultants and local staff were also in attendance, and the Senior Management staff of USAID/Caucasus, including the Director of Caucasus Mission Mr. Denny Robertson and Deputy Director Mr. Bob Wilson also participated.

Mr. Levan Varshalomidze, Chairman of the Government of Adjara AR submitted a 'thank you' letter to USAID/Caucasus regarding this outstanding event and the positive effect this initiative will have, not only in improving the quality of operations within the Executive Branch of the Adjara Government, but also in creating positive professional relationships between the two governments.



*Nick Higgins, Director of the Office of Democracy and Governance awards a Certificate of Internship Completion to Ms. Nana Manjgaladze, Chief Specialist for the Adjara AR Government Executive Branch 's Religious and Non-Governmental Organizations Relations Office.*



*Group of Adjara interns with their counterparts from the President's Administration on the reception hosted by Nick Higgins, the Director of the Office of Democracy and Governance*

### **"Principles of Public Relations and Media Department Activities" Training for Heads of Regional Administration Press Offices Staff**

September 15 – September 16, 2005

On September 15th & 16th, fourteen Head Officers of the Regional Administration Press Departments participated in the training "Principles of Public Relations and Media Department Activities" presented by their counterparts in the Offices of the President and Prime Minister of Georgia, as well as by the Georgian Institute of Public Affairs (GIPA) and UNAG trainers. This activity was initiated by Joanne Adams (DAI/SPIR-SNG Media and Communications Specialist) and Manana Kartoziya (Head of the Public Relations Department of Prime Minister's Administration). This seminar and the following four seminars for district press officers provided professional support and additional training to these offices, in order to improve inter-governmental communication and public outreach.

This conference provided regional staff with an opportunity to get to know each other, share experiences, obtain basic skills training and to help organize the follow-on trainings for the regions. DAI/SPIR-SNG provided the general organization/coordination of the training program, including assistance in preparation of materials, scheduling, transportation, hotel accommodation, M&IE, etc.

The objective of the training was:

- To foster cooperation between the Prime Minister's Public Relations Office, the regions and within the districts of the regions.
- To ensure that all government-related press representatives maintain a professional level in press office management (including application of General Administrative Code), in the organization of press conferences and the writing of press releases;
- To achieve greater transparency in dissemination of government information and in communication with citizens, and more openness in the governing process.

Trainees from the regions and their hosts in the Prime Minister's Administration have received invaluable information, knowledge and skills. From now on, the regional representatives can contact their counterparts in the executive branch of Georgian Government directly for any kind of support/assistance they need. The trainees had an opportunity to meet the senior staff of the Government Chancellery, Heads of the Public Relations Office, staff of Media Analysis and Law department group and the senior staff of the President's press office.

The Public Relations department of the Chancellery prepared three brochures that were distributed during the trainings. These brochures contained both theoretical and practical material.

The first brochure was based on the US State Department's publication-"A Responsible Press Office". The second publication contained information on the role of public servants and of the Offices of the State Representative of the President of Georgia. The third brochure was a staff and participant directory.

The Prime Minister's Public Relations Office has sent a 'thank you' letter to USAID/Caucasus regarding this exceptional event and the positive effect this initiative will have on not only improving the quality of operations within their office, but also in creating positive professional relationships between the regional public relations offices and the Executive Branch of the Georgian Government.



*Training at the Georgian Institute of Public Affairs (GIPA)*



*Press Trainees in the Government Conference Hall*

**"Principles of Public Relations and Media Department Activities" Training for Heads of District Administration Press Offices Staff**  
September 22 – October 13, 2005

From September 22d to October 13th, 57 (fifty seven) Head Officers of the District Administration Press Departments participated in the training "Principles of Public Relations and Media Department Activities" presented by their counterparts in the Office of the Prime Minister of Georgia, as well as by the UNAG trainers. Trainings were held in Gori (for Samtskhe-Javakheti, Shida Kartli and Mtskheta Mtianeti Regions), Tbilisi (for Kakheti and Kvemo Kartli Regions), Poti (for Samegrelo-Upper Svaneti and Guria Regions) and Kutaisi (for Imereti and Racha-Lechkhumi, Lower Svaneti Regions). These four seminars for district press officers provided professional support and additional training to these offices, in order to improve inter-governmental communication and public outreach.



*Samegrelo-Upper Svaneti Governor is participating in the training "Principles of Public Relations and Media Department Activities" (Poti, October 11<sup>th</sup>, 2005).*



*Group of participants. "Principles of Public Relations and Media Department Activities" training (Gori, September 21-22, 2005).*

**Two Conferences, November 2005**  
**Heads of Ministries' Press Offices Workshop in Gudauri**  
 November 3 – November 4, 2005  
**Roundtable on Inter-Governmental Cooperation**  
 November 12, 2005

There were two major events hosted by SNG in November 2005 that initiated new procedures for coordination among the President's Office, Prime Minister's Office, Ministries and the Governors' Offices. At the meetings, the participants identified and discussed a wide range of issues and reached conclusions on a number of activities to improve their operations and further their cooperation. Participants agreed to prepare biweekly plans on their media and public outreach activities, to submit these plans to the President's Office, and to attend regular biweekly meetings to discuss and revise the plans. Since the December launch of these procedures, the President and Prime Minister's Offices and the ministries have coordinated their activities to maximize media exposure, and in particular, to assist the governors' offices in obtaining coverage of regional events.

SNG's efforts to date have focused on upgrading the skills of the communications staff in the President's and Prime Minister's Offices, and on fostering improvements in information dissemination, public outreach, and coordination among the ministries and with the regional and district governments.

The November conferences represent major steps to achieving these goals, though much remains to be done to sustain a continuous dialog with the public on government issues. Participants enthusiastically welcomed these opportunities to meet each other, and viewed these conferences as preliminary proceedings in the establishment of coordinated activities. They expressed their enthusiasm to actively continue their cooperation among each other, and in collaboration with USAID.

On November 2, the President of Georgia met with ministers and openly urged them to reach out to the public. Two days earlier, he had stressed this message in a meeting with the region's governors.

SNG's activities this past fall provided forums at which to emphasize this message and to cooperatively develop programs that increase intergovernmental communication and support continuous dialog with the public.

The two November conferences were co-sponsored with the President and the Prime Minister's Office. One was held for ministerial press secretaries and the other for governors and their press secretaries. These events were conceptualized and planned during August and September when SNG worked with the Prime Minister's Office to provide training for the nine gubernatorial press secretaries and the more than 50 district press secretaries.

On November 3 and 4, SNG hosted a conference in Gudauri on inter ministerial cooperation for the 17 ministerial press secretaries (13 from line ministries and 4 from State ministries). The program was developed in cooperation with Marika Verulashvili, the President's Communications Advisor. On November 12, SNG hosted a roundtable in Tblisi for the nine regional governors and their press secretaries. This event was organized as a follow on to the training for regional press secretaries that SNG co-sponsored in September with Manana Kartosia, the Prime Minister's Public Relations Director. The November 12 conference is the first joint effort between the President and Prime Minister's Office to promote intergovernmental coordination in communications. The agenda and format for this roundtable was similar to that of the Gudauri conference: identification of issues, establishment of goals, proposals for solutions, and consensus on conclusions.



*Marika Verulashvili, the President's Communications Advisor is interviewed by the Imedi TV Channel regarding the Gudauri workshop experiences*



*State Representative of the President of Georgia in Kakheti Region and his colleagues are actively participating in the Roundtable on Inter-governmental cooperation*

### **IT Assistance to the Executive Branch of the Adjara Autonomous Republic Government of Georgia**

December, 2005 – January, 2006

According to the procurement plan approved by the USAID, DAI provided the IT assistance to the Executive Branch of the Adjara AR Government. There was a very serious desire to upgrade the computer and office equipment for the Executive Offices. As of June, 2005 they had only 21 desktop computers in 'acceptable' condition and 5 old (minimally functioning) computers. Each department had a serious shortage of computers with an average of 1 computer available for 4 staff members. The most recent partial modernization of the computer equipment was in October, 2004. DAI provided 21 brand new desktop computers, one file server, 2 notebook computers and 3 printers thereby

dramatically improving the effectiveness of these offices. Project IT Specialist Sanjin Sahadzic and the Head of President's IT Department provided necessary training for the IT staff of the Adjara Executive Branch



*George Asatiani, DAI Project Director speaks with the Head of the Adjara AR Government Administration Mr. Otar Diasamidze about the first part of the IT assistance to their office.*



*Eka Varshalomidze, Executive Assistant to the Chairman of the Adjara AR Government works on the brand new computer provided by the SNG project.*

### **Conference on public outreach and inter-ministerial coordination in Bakuriani**

February 9 – February 11, 2006

On February 9th-11th, the DAI/SNG project, in cooperation with the President's Administration, held a conference on public outreach and inter-ministerial coordination in Bakuriani. The conference was attended by Press Officers of 4 State Ministries and 11 line ministries, as well as the press staff from the Prime Minister's Office, the Parliament of Georgia, the Tbilisi Mayor's office and representatives from the Autonomous Republic of Adjara.

Marika Verulashvili, Advisor to the President, highlighted the improved communication and coordination between the Ministries' press offices that have occurred since the first workshop on the series, held in Gudauri (November 3rd & 4th, 2005). The effectiveness of the biweekly planning process and communication strategies developed through these trainings was tested and proven during the energy crisis in Georgia when an immediate, timely and professional response from the government to the public and effective coordination between the government structures was extremely urgent for the country.

Near the end of the second day of the conference, the President of Georgia Mikheil Saakashvili accompanied by 9 Ministers, 2 State Ministers and the Governor of the Kakheti region joined the conference. President Saakashvili presented an overview of the strategic plan for Georgia during 2006, and he took a lead role in facilitating the conference- actively involving all the Ministers and conference participants in discussing the various Ministry's agendas, Inter-governmental coordination, and ways of liaising with media. "We should give the public self-confidence and make them feel optimistic about the work of the Georgian government"- said the President.

The active interest and participation of the President Saakashvili and key members of the Executive Branch of the Georgian Government gave exceptional credibility and momentum to the DAI/SNG's Inter-governmental coordination program- initiated less than 8 months ago (June 2005)



*President of Georgia, Mikheil Saakashvili facilitates Inter-governmental Coordination workshop in Bakuriani*



*Cabinet of Ministers participating in the Inter-governmental Coordination workshop in Bakuriani*

## ANNEX 1: PROJECT STAFF

Last name	First name	Position	Hire date	End date
Full-time national staff				
Asatiani	George	Chief of party	12/15/2004	02/28/2006
Khvedelidze	Anna	Administrative Assistant	12/22/2004	06/30/2005
Taliashvili	David	IT Specialist	12/20/2004	02/28/2006
Nikoleishvili	Khatia	Administrative Assistant/Cashier	07/01/2005	02/28/2006
Chigladze	Otar	Project Accountant	07/01/2005	02/28/2006
Part-time national staff (December 1, 2004 – June 30, 2005)				
Chigladze	Otar	Part-time Accountant	12/01/2004	06/30/2005
Lipartiani	Natia	Part-time Cashier	12/01/2004	06/30/2005
International consultants				
Adams	Joanne	Media and Communications Specialist		
Lynch	Michael	Senior Government Advisor		
Sahadzic	Sanjin	Network Planning Specialist		
Gleason	Gregory	Senior Government Advisor		
Pkhrikyan	Artashes	Home Office Administrative Support		
Fitzgerald	Julie	Home Office Administrative Support		
Chilberg	Denis	Institutional and Financial Capability Development Specialist		

## ANNEX 2: 'THANK YOU' LETTERS

2.1 Letter from the Chairman of Government of Autonomous Republic of Adjara  
September 6, 2005



**GEORGIA**  
**CHAIRMAN OF GOVERNMENT**  
**OF AUTONOMOUS REPUBLIC OF ADJARA**

№ 05-125/8 " 6 " 05 2005

**Mr. Nick Higgins**  
**Director, Office of Democracy and Governance,**  
**USAID /Caucasus/**

**Dear Mr. Nick Higgins,**

As you are aware, the staff of the Government Administration of the Autonomous Republic of Adjara was sent to improve their professional skills to Tbilisi at proper offices of the President Administration of Georgia during 15-19 August. The programme was part of the project DAI/SPiR-SNG Assistance to Government of Georgia, Internship for Basic Principles of State Management. The project was financed by USAID, and managed by Mr. George Asatiani.

We clearly see the importance of the abovementioned project for the Autonomous Republic during ongoing reforms in government structures and bodies throughout the country. The reforms consider turning to new modern standards and creation of optimal management structures that is significantly assisted by the United States being the strategic partner of Georgia.

Members of our Administration, as representatives of regional authorities, had chance to meet and share their experiences with representatives of agencies and the staff of the Administration of the President of Georgia. They got acquainted with office structures, management staff, their liabilities and responsibilities, current activities and future plans. The experience and knowledge they got will be used in their future activity.

The project managers also arranged a meeting with the representatives of the Embassy of the United States to Georgia, USAID and the Administration of the President of Georgia management staff. The project participants were awarded certificates on successful completion of the internship programme.

We would like to note that such programme has been implemented in the Autonomous Republic of Adjara for the first time. Therefore, it is important not only for our Region but for the whole country as well. We express our hope for future collaboration with USAID.

Sincerely Yours,



**Levan Varshalomidze**

2.2 Letter from the Head of the Government Chancellery of Georgia  
September 26, 2005



საქართველოს მთავრობის კანცელარიის  
უფროსი

To director office of democracy and Governance  
Caucasus Mission Mr. Nick Higgins

Dear Mr. Higgins,

As you might know, Public Relations Department of Government Chancellery of Georgia and the USAID-funded project -“Support to the New Government of Georgia” implement the joint initiative – “Principles of Public Relations and Media Department Activities”.

Within the frame of this program, on September 15-16 in Tbilisi, the staff of Public Relations Offices of Representatives of the President of Georgia in different regions received a training to improve their professional and working skills.

The training was successfully conducted at State Chancellery and at Georgian Institute of Public Affairs (GIPA). Being extremely satisfied, the participants expressed their interest and strong commitment to conduct similar trainings in the regions involving the staff of Mass Media and Public Relations Offices of local authorities.

Considering the participants directly communicate information with a public, the above mentioned trainings are extremely important. The gained knowledge and experience will help them to increase public awareness in terms of informing people about governmental activities, implemented reforms and results.

It needs to be mentioned that Mr. George Asatiani and his staff contributed immensely to prepare and implement this training. Government Chancellery expresses its gratitude toward USAID for implementing this initiative that will be the basis for future coordination among the executive branch and regional/district administrations of Georgia.

With best regards,

Petre Mamradze

A handwritten signature in black ink, appearing to read 'P. Mamradze'.

Head of Government Chancellery

№ 2/396  
26.09.2005

2.3 Letter from the Advisor of the President of Georgia on Mass Media and Public Relations Issues  
November 11, 2005



**საქართველოს პრეზიდენტის ადმინისტრაციის  
მასმედიასთან და საზოგადოებასთან  
ურთიერთობის სამსახური**

10.11.2005

აშშ-ს საერთაშორისო განვითარების სააგენტოს  
კავკასიის მისიის დირექტორს  
ბატონ დენი რობერტსონს

საქართველოს ხელისუფლებისა და „საქართველოს მთავრობის მხარდაჭერის პროექტის“ (DAI-SNG) ერთობლივი ინიციატივა სამინისტროებს შორის კომუნიკაციისა და კოორდინაციის გაუმჯობესების შესახებ, რომელიც აშშ-ს საერთაშორისო განვითარების სააგენტოს (USAID) ფინანსური მხარდაჭერით ხორციელდება, მეტად მნიშვნელოვანია სახელმწიფო უწყებათა ეფექტურად მუშაობის თვალსაზრისით.

გულაურში ჩატარებული სემინარი, რომელსაც აჭარის ავტონომიური რესპუბლიკის მთავრობის, სამინისტროთა პრესსამსახურების უფროსები, პრემიერ-მინისტრისა და პრეზიდენტის ადმინისტრაციის მასმედიასთან და საზოგადოებასთან ურთიერთობის სამსახურის წარმომადგენლები ესწრებოდნენ, ამ ინიციატივის განხორციელებისკენ წინ გადადგმული მნიშვნელოვანი ნაბიჯია.

სემინარზე ერთმანეთისთვის მოსაზრებთა გაზიარების შედეგად, უწყებებს შორის კოორდინაციის გაუმჯობესების მიზნით, გადაწყდა სამინისტროთა პრესსამსახურების უფროსების ყოველ ორ კვირაში ერთხელ შეკრება, განვლილი პერიოდის შეჯამება და მომავალი კვირის სამოქმედო გეგმის დასახვა, ასევე ქართული სახელმწიფო პორტალისა და ხელისუფლების მიერ განხორციელებული რეფორმების ამსახველი გამოცემის შექმნა. მონაწილეებმა ვებ-გვერდების მართვასა და ზოგადად მენეჯმენტში ცოდნის გაღრმავების სურვილი გამოთქვეს.

უნდა აღინიშნოს, რომ სემინარმა ყოველგვარ მოლოდინს გადააჭარბა, რადგან გასვლითი ხასიათის შეხვედრა განსაკუთრებით შედეგიანი აღმოჩნდა ერთმანეთის გაცნობისა და დაახლოების თვალსაზრისით. მეგობრულ გარემოში პრობლემებზე გულწრფელმა საუბარმა და მათი გადაჭრის გზების ძიებამ საფუძველი ჩაუყარა ერთიანი გუნდის ჩამოყალიბებას და მომავალი თანამშრომლობის გაღრმავებას.

სემინარის ყველა მონაწილე უკვე აქტიურად არის ჩართული ამ პროცესში, დაიწყო ინფორმაციის გაცვლა, ერთიანი სამუშაო გეგმის დასახვა და კონკრეტული პროექტების შემუშავება. საქართველოს პრეზიდენტი მიხეილ სააკაშვილი მხარს უჭერს და მიესალმება ამ ერთობლივ ინიციატივას. უახლოეს მომავალში პრეზიდენტთან რწმუნებულების, მათი პრესსამსახურების უფროსების, პრეზიდენტისა და პრემიერ-მინისტრის მასმედიასთან და საზოგადოებასთან ურთიერთობის სამსახურის წარმომადგენლების, ასევე სემინარის ორგანიზატორების შეხვედრა იგეგმება.

ამ ინიციატივამ სათავე დაუდო საქართველოს ხელისუფლებისა და აშშ-ს საერთაშორისო განვითარების სააგენტოს აქტიურ თანამშრომლობას და ვიმედოვნებთ, რომ ის მომავალშიც ასეთივე ნაყოფიერი იქნება.

ბატონ დენი რობერტსონს,

პრეზიდენტის მრჩეველი მასმედიასთან და  
საზოგადოებასთან ურთიერთობის საკითხებში

მარია ვერულაშვილი

\* Please see translation below

## TRANSLATION

### MASS MEDIA AND PUBLIC RELATIONS DEPARTMENT OF THE ADMINISTRATION OF THE PRESIDENT OF GEORGIA

10.11.2005

To: Mr. Denny Robertson, Director of USAID/Caucasus

Joint initiative of the Georgian Government and the project "Support to the New Government of Georgia" (DAI-SNG) aimed at improvement of coordination and communication among various Ministries, implemented with financial assistance of the United States Agency for International Development (USAID) is extremely important for effective work of the state agencies.

The seminar held in Gudauri, attended by heads and other representatives of Mass Media and Public Relations Departments of Adjara Autonomous Republic Government, Ministries and Administrations of the President and Prime Minister, is a significant step forward for implementation of this initiative.

After sharing experiences and ideas during the seminar, participants decided to organize bi-weekly meetings with the purpose of improving coordination, summarizing past activities and coming up with future action plans and creating publication covering governmental reforms and Georgian State Portal. Participants expressed their interest to deepen their knowledge in web-site management and management in general.

It is worth noting that the seminar exceeded all expectations, as this out-of-town event was very useful for the participants to get to know each other better. Open conversations in a less formal environment has laid a foundation for forming a team and improvement of future collaboration.

Every participant of the seminar is already actively involved in this process. They have started information exchange, identifying common action plans and projects. The President of Georgia, Mikheil Saakashvili supports this initiative. A meeting of the President with representatives and heads of Mass Media and Public Relations Departments of various Ministries, administrations of the Presidential representatives in the regions and organizers of this event is planned for the nearest future.

This initiative contributed to the active collaboration between the USAID and the Executive Branch of the Government of Georgia and we believe it will be very successful in future.

Respectfully,

Marika Verulashvili

Advisor of the President of Georgia on Mass Media and Public Relations Issues

2.4 Letter from the Chairman of Government of Autonomous Republic of Adjara  
November 24, 2005



GEORGIA

**CHAIRMAN OF GOVERNMENT  
OF AUTONOMOUS REPUBLIC OF ADJARA**

№ 05-15818 " 24 " 11 2005

To: Mr. Denny Robertson  
Caucasus Mission Director  
The United States Agency for International Development

Dear Mr. Robertson,

We would like to inform you that Adjara Autonomous Republic Government is very grateful to the United States Agency for International Development (USAID) funded project "Support to The New Government of Georgia" which has successfully implemented several important initiatives for the Government of Adjara A.R. The recent one was carried out when Adjara Government needed the computer technology appropriate to modern standards. Government office had been functioning with a small number of outdated computers, there were no network equipment and fileserver at the office.

I am very pleased that the cooperation between Adjara A.R. Government and USAID was initiated and we hope for further collaboration.

Sincerely yours,

Chairman of the Government of  
the Autonomous Republic of Adjara

Levan Varshalomidze

2.5 Letter from the State Minister on Reforms Coordination

December 01, 2005



საქართველოს სახელმწიფო მინისტრი  
რეფორმების კოორდინაციის სამსახურში

№ 2/86

„01“ 12 2005 წ.

To: Mr. Denny Robertson  
Caucasus Mission Director  
The United States Agency for International Development

Dear Mr. Robertson,

I would like to thank you personally and the USAID funded project "Support to the New Government of Georgia" (SNG) currently being carried out at State Chancellery of Georgia, for providing the Office of the State Minister on Reforms Coordination with a technical assistance in terms of IT equipment.

Our office also actively cooperates with the SNG project regarding inter-ministerial coordination issues.

I am pleased, this initiative was successfully carried out and look forward to future cooperative efforts.

Sincerely,

A handwritten signature in black ink, appearing to read 'საქმინისტრი' (Ministry).

Kakha Bendukidze  
State Minister on Reforms Coordination

საქართველო, თბილისი 0134, ინგოროყვას ქ. 7; ტელ.: 995 32 982249; ტელ./ფაქსი: 995 32 934817