



**USAID | HICD PLUS**  
FROM THE AMERICAN PEOPLE | HUMAN AND INSTITUTIONAL CAPACITY DEVELOPMENT

# STRENGTHENING THE HUMAN AND INSTITUTIONAL CAPACITY OF GEORGIAN INSTITUTIONS



## GEORGIA HUMAN AND INSTITUTIONAL CAPACITY DEVELOPMENT (HICD) PLUS PROJECT: FINAL REPORT

June 2015

This report was produced for review by the United States Agency for International Development. It was prepared by Chemonics International.





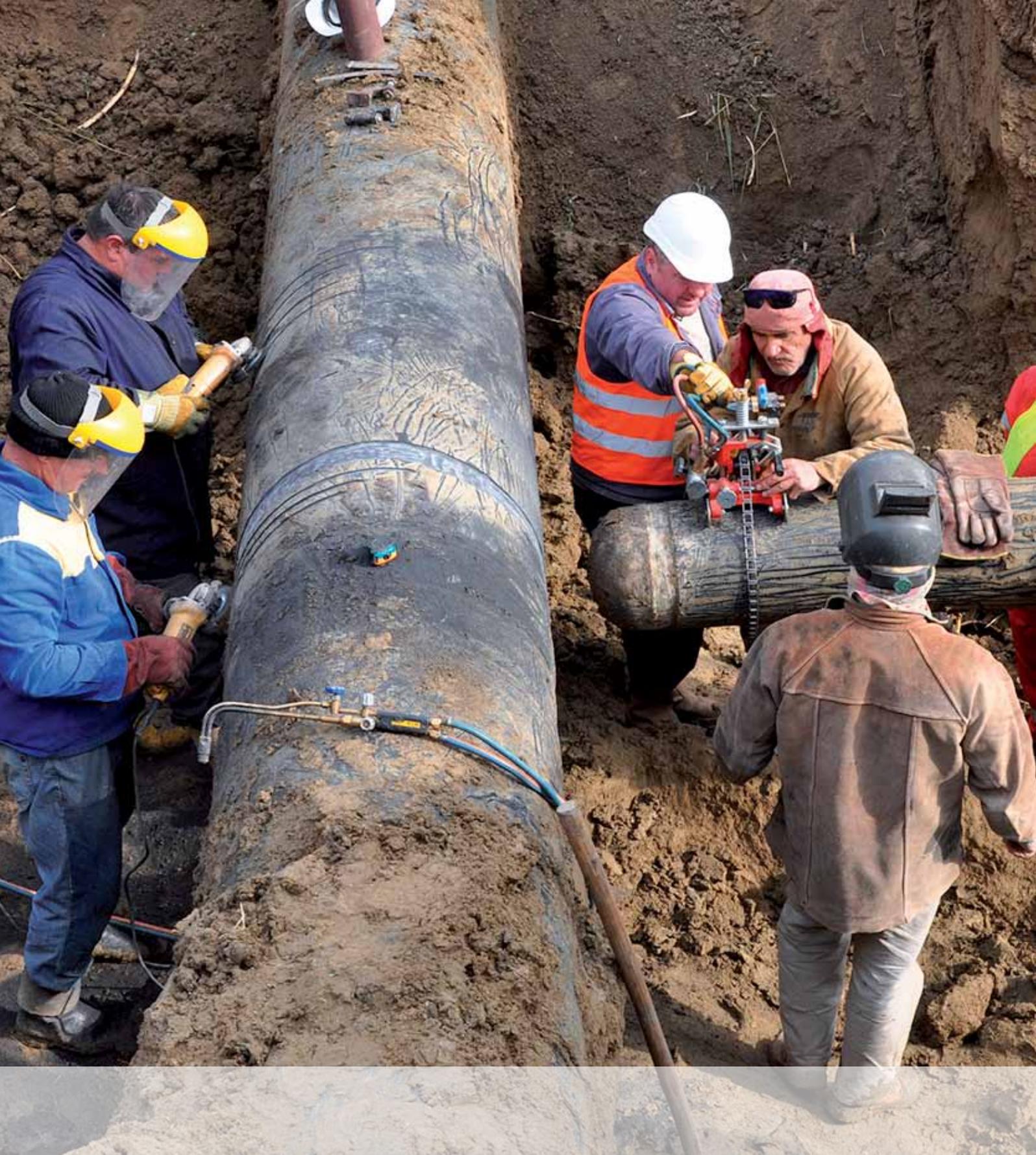
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DEVELOPMENT (HICD) PLUS PROJECT:  
FINAL REPORT**

**Contract No. AID-114-C-11-00002**

The author's 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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**LEFT: Georgian Oil and Gas Corporation (GOGC) employees working in the field on one of the most strategic pipelines in Georgia. To help GOGC fulfill its mission, HICD PLUS conducted a multifaceted program, which resulted in GOGC gaining better instruments to improve management and overall institutional capacity.**

**INSIDE FRONT AND BACK COVER: A Georgian State Electrosystem (GSE) employee monitoring one of the electric sub-stations. HICD PLUS helped GSE to develop a comprehensive organizational strategy to identify mid-term objectives, outcomes, and deliverables that will lead to the efficient organizational performance.**

**FRONT AND BACK COVERS: HICD PLUS photo collage.**



A Ministry of Health, Labor, and Social Affairs hot line operator on duty, serving Georgian citizens. HICD PLUS coached call center leadership and institutionalized shift scheduling, which reduced the rate of unanswered calls from 44 percent to 10 percent.

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# ACRONYMS

ABL	Administrative Boundary Line	KPI	Key Performance Indicator
APS	Annual Program Statement	LMS	Library Management System
CSO	Civil Society Organization	M&E	Monitoring and Evaluation
DCFS	Disabled Child, Family, Society	MFO	Microfinance Organization
EIEC	Environmental Information and Education Centre	MOC	Ministry of Culture and Monument Protection
GARB	Georgian Association of Regional Broadcasters	MOEP	Ministry of Environment Protection
GDP	Gross Domestic Product	MOES	Ministry of Education and Science
GEA	Georgian Evaluation Association	MOF	Ministry of Finance
GEpra	Georgian Public Relations Association	MOLHSA	Ministry of Labor, Health, and Social Affairs
GISS	Georgian Institute for Strategic Studies	NASP	National Agency for State Property
GLA	Georgian Logistics Association	NBG	National Bank of Georgia
GMA	Georgian Microfinance Association (formerly Association of Development and Support of Microfinance Organizations of Georgia, MISO)	NCEQE	National Center for Education Quality Enhancement
GMU	George Mason University	NCDC	National Center for Disease Control
GOG	Government of Georgia	NEO	USAID Georgia New Economic Opportunities Project
GOGC	Georgian Oil and Gas Corporation	NGO	Nongovernmental Organization
GRASS	Georgia's Reforms Associates	PMES	Performance Monitoring and Evaluation System
GSE	Georgian State Electrosystem	PMP	Performance Monitoring Plan
HICD	Human and Institutional Capacity Development	PMSG	Policy and Management Consulting Group
HICD PLUS	USAID/Georgia Human and Institutional Capacity Development PLUS Project	PR	Public Relations
HOA	Home Owners Association	ROI	Return on Investment
HR	Human Resources	RS	Georgian Revenue Service
IAD	Internal Audit Department	SCC	Supply Chain Council
ICC	International Chamber of Commerce	SMR	Office of the State Minister for Reconciliation and Civic Equality (formerly Office of the State Minister for Reintegration)
IFRS	International Financial Reporting Standards	SOP	Standard Operating Procedures
IQS	Indefinite Quantity Subcontract	TBSC	Tbilisi Business Service Center
ISET	International School of Economics of Tbilisi State University	TOT	Training of Trainers
ISPI	International Society for Performance Improvement	US	United States
ISPI EMEA	ISPI Europe, Middle East, and Africa Chapter	USAID	United States Agency for International Development
		USG	United States Government
		WHO	World Health Organization



Students of the International School of Economics (ISET) preparing for their final exam. HICD PLUS supported ISET in developing new strategy documents, bylaws, and constitutions, improved HR policies and procedures, an updated communications strategy, and a customized integrated financial management system.

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# EXECUTIVE SUMMARY

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Democracy in Georgia is young, and the country's cornerstone institutions — government, civil society, and the private sector — are still in their nascent stages of development. They have the potential to strengthen Georgia's fragile democracy or delay its progress. Since the Rose Revolution, state administrative capabilities have increased and reform-minded leadership has supported European integration and eradication of low-level corruption. Yet the concentration of power in the executive branch has disempowered civil society in some areas. The conflict in 2008, the resulting rise in internally displaced persons, and the global recession have further stretched the limited capacity of Georgia's institutions to advance their reform agendas. To meet their goals, Georgia's public and private actors needed locally driven activities to sustainably strengthen institutional structures, administrative processes, management, and staff capacity.

The United States Agency for International Development (USAID) launched the comprehensive Human and Institutional Capacity Development (HICD) PLUS project in September 2011 to improve the performance of Georgian institutions that are important to both USAID and Georgia. HICD PLUS was designed to complement USAID/Georgia's assistance efforts in democracy and governance, economic growth, energy and environment, and health and education through the development of individual skills and institutional capacity of select public entities, civil society organizations (CSOs), and other private institutions that play a strategic role in the implementation of the Government of Georgia's (GOG's) reform program and USAID Georgia's development objectives. The project also provided participant processing services to all of USAID's programs in Georgia.

An ambitious, multifaceted \$5,950,932 project over a four-year period, HICD PLUS did not replace USAID's existing technical assistance activities. On the contrary, it complemented existing technical knowledge with organizational development expertise and provided advisory services in skills enhancement and

systemic improvements to select organizations while developing the capacity of Georgian CSOs and private sector institutions to provide training, organization, and management services.

The project's intended result was a demonstrable, evidence-based improvement of the institutional capacity of select partner institutions, leading to an increased level of efficient, effective, and sustainable performance.

HICD PLUS drew on international and local service providers to achieve the above results. The project partnered with local service-providers to deliver training and HICD services, which helped build and improve local expertise in the field of organizational development. As a cross-cutting issue, gender was integrated into all project activities by identifying and addressing any gender-related disparities experienced by employees within partner institutions.

The project had four components:

*Component 1, HICD Interventions.* HICD is a model of structured and integrated processes designed by USAID to identify the fundamental causes of performance gaps in host-country partner institutions, address them through a wide array of performance solutions, and enable cyclical processes of continuous performance improvement through the establishment of performance monitoring systems. Interventions under this component are large, holistic activities that seek to improve the overall performance of the institution.

*Component 2, Technical Assistance and Sector Assessments.* Technical assistance and sector assessments are limited in scope and look at a specific section or role of the partner institution rather than the institution in its entirety. They may or may not be followed by further interventions, subject to USAID review and approval. Technical assistance activities are often used when a partner institution is not yet ready to absorb an HICD intervention, or when such an intervention is not necessary.

*Component 3, Participant Processing Services.* The project provided participant processing services for all USAID programs in Georgia, including services related to language testing, medical certification, health insurance enrollment, security risk inquiry, and visa processing in accordance with ADS 252 and 253 regulations. This is a demand-driven service and is performed in response to requests from other implementing partners.

*Component 4, Monitoring, Evaluation, and Graduation.* HICD PLUS has developed a web-based Performance Monitoring and Evaluation System (PMES) for use by each partner institution that receives an HICD intervention. The PMES helps partner institutions measure the impact of HICD interventions and promote continuous change management. In addition, HICD PLUS had its own performance monitoring plan (PMP), so that project could measure the efficiency and effectiveness of each investment.

Under Components 1 and 2, the project helped 29 Georgian partner organizations to increase their performance or reach organizational development goals. These partners included large government-owned energy sector companies, public/governmental institutions, civil society organizations, think tanks, and a university.

Throughout the project, Component 3 staff processed the paperwork for 164 exchange visitors traveling to the United States, on behalf of 15 USAID implementing partners in Georgia. These exchange visitors reported a 100 percent satisfaction rate with project services.

Under Component 4, the project conducted several innovative activities, including: (a) a custom-designed, web-based PMES that enabled the project's partner institutions to monitor their institutional performance regularly and easily by tracking key indicators over time; (b) a Decision Framework, used as a basis for deciding which of several actions to take at critical stages in the HICD process; and (c) a return on investment (ROI) study with one of the project's leading partners, the Georgian State Electrosystem (GSE).

In addition, HICD PLUS supported USAID's strategy for high-impact development, USAID Forward, which calls for implementers to invest in country-owned models of inclusive development and build sustainable capacity in the countries where USAID works. The project hired 32 Georgian service providers (consulting companies, think tanks, research centers, etc.) through an indefinite quantity subcontract (IQS) mechanism for most of HICD PLUS's technical work. Under project supervision, and with appropriate mentorship and guidance, these organizations took a leading role in implementing activities. In this way, they learned by doing, and their success helped develop a broad and capable pool of local firms that can provide HICD and capacity-building services to USAID, the Georgian Government, and Georgian customers in the future. The project also designed and delivered an innovative 10-module "Leading Through HICD" training program to the service providers, with modules ranging from performance improvement to general business skills. Participants showed a 20 percent increase in knowledge after concluding the program.

In September 2013, the project served as local co-hosts for the 11th annual conference of the International Society for Performance Improvement's Europe, Middle East, and Africa (ISPI EMEA) chapter. Founded in 1962, the International Society for Performance Improvement (ISPI) is the leading international association dedicated to improving productivity and performance in the workplace. Its mission is to develop and recognize the proficiency of its members and advocate the use of Human Performance Technology (the basis for the HICD methodology). This was the first time the conference was held in the Caucasus. The conference included more than 100 participants from 13 countries across Europe, Central Asia, the Middle East, Africa, the Caucasus, and the United States.

The report below describes HICD PLUS's activities in detail, including each of the project's four components, and discusses lessons learned and recommendations.



Clients of a microfinance organization apply for a loan to start a family business. As the direct result of HICD PLUS assistance, the total assets of the Georgian Microfinance Association's (GMA) members is now 525 million GEL, which represents 65 percent of the microfinance sector in Georgia.

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*Georgian State Electro System engineers conducting field work*

## HICD INTERVENTIONS

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### **Strengthening the Institutional and Human Capacity of the Georgian State Electrosystem**

After the collapse of the Soviet Union, electricity became a major issue for Georgia, which suffered frequent blackouts in the 1990s. When a new government came into power in 2003, the Georgian electrical infrastructure was significantly damaged and deteriorated. In the past 10 years, with the support from USAID and other international donors, efforts were made to rehabilitate power sector and transform it into a fast-growing industry.

Building a sustainable and secure energy sector is one of the Government of Georgia's top priorities, as the sector is a cornerstone of political stability and economic development. The GOG aims to establish Georgia as a regional hub for electricity transmission and sales. As the national transmission and dispatch operator, GSE is a central player in these reform efforts, responsible for delivering safe, affordable, reliable, and environmentally balanced electricity for the whole country.

Currently, new capabilities are required in energy production, transmission, and export, so that the country can successfully become a regional energy export and transmission hub. GSE must adapt to meet this challenge, including adapting to new European Union requirements and international reliability standards. Accordingly, with the help of HICD PLUS and its subcontractor Policy and Management Consulting Group (PMCG), GSE developed a comprehensive organizational strategy to identify mid-term objectives, outcomes, and deliverables that will lead to the efficient performance of its new role. This strategy,

*The Return on Investment (ROI) for the HICD program for GSE is 86%. A ROI of 86% implies that for every 1 GEL spent on the program, there is the equivalent of GEL 1.86 in benefit.*

*Source: GSE Impact Study*

as expressed in the 2013-2017 Corporate Strategic Plan, will help ensure that the company is oriented and properly aligned to deliver its required results. Under this new strategy, GSE's mission is to develop, maintain, and operate a safe, reliable, economically viable, efficient, and accessible electricity transmission system for all customers.

Once the plan was approved, GSE worked with HICD PLUS to develop key performance indicators (KPIs) to help monitor progress toward needed results and support decision-making. These indicators are quantifiable measurements that reflect the critical success factors of the company. Each KPI is linked to the strategic objectives and provide actuals, benchmarks, and targets that should help the company's top and middle managers periodically measure and report the extent to which the strategic objectives have been met.

HICD PLUS and PMCG supported GSE in developing an Operational Plan, which details the activities, projects, and initiatives through which GSE will implement its strategic plan. Activity plans attached to each of the operational objectives specify implementation details (responsible managers, timelines, key deliverables, and risks or prerequisites attached to each activity).

The project also focused on two business processes: (i) business case analysis and (ii) change management.

- (i) Institutionalization of the business case analysis or cost-benefit analysis implies a process by which business decisions should be explored and analyzed. The outcome of the analysis should help GSE assess the financial risks and determine whether or not a project is financially feasible.
- (ii) GSE's business culture also has to be transformed in response to, and in anticipation of, major changes in the company's environment or new technologies or equipment. Change efforts should become more consistent and systemic. The new model of organizational change should include pre and post-evaluations, impact assessments, planning/scheduling, communication, ca-

capacity development, business process reconfiguration, and resistance management.

In addition, HICD PLUS delivered a three-pronged project management training program for GSE senior and mid-level managers. In total, HICD PLUS trained 53 GSE managers. Although the pre- and post-tests showed a significant increase in participant knowledge, additional efforts showed room for improvement in GSE's project management capacity. However, this activity was an important step forward that together with other trainings will contribute to continuous improvement.

Through the work of onsite international consultants, the project helped GSE improve the performance of its internal audit (IAD) and procurement departments by reviewing current operations and recommending specific improvements. Wherever IAD did not comply with international standards or best practices, HICD PLUS developed recommendations that are now being implemented. GSE is also using a redesigned procurement manual, forms, and templates developed with HICD PLUS assistance. The project also trained 24 participants from GSE's procurement and contracts departments in Incoterms rules, an internationally recognized standard developed by the International Chamber of Commerce used worldwide in international and domestic contracts for the sale of goods. The training produced an average a 102 percent increase in participants' knowledge of the subject matter. In addition, HICD PLUS assisted GSE in developing effective internship, new hire, and distance learning programs.

In addition, HICD PLUS developed and customized the web-based Performance Monitoring and Evaluation System (PMES) for GSE. GSE has already institutionalized the PMES and is actively using the system to monitor and evaluate its own performance.

*Respondents from the Project Management Training indicated that frequency of application of the new knowledge and skills at their workplace is 94%.*

*Source: GSE Impact Study*

# SNAPSHOT

## New Knowledge and Skills Help Keep the Lights on in Georgia

**Project management training helps 53 managers effectively run Georgia's electricity network.**



*Photo: Mikheil Tavberidze, the head of Operational Planning and Contract Registration Services at Georgian State Electrosystem, is using the new knowledge and skills provided by USAID to better manage his department's work.*

*The USAID HICD PLUS project works to improve the capacity of key Georgian organizations in the public, private, and NGO sectors.*

### Telling Our Story

U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

Georgia's electricity sector has had a troubled recent history. The network started to deteriorate after independence in 1991 and eventually collapsed in the 2000s. For a time, Georgia was dependent on energy imports from its neighbors and faced energy shortages and frequent blackouts, exacerbating an already grave economic situation.

With assistance from USAID and other international partners, things have changed significantly in recent years. Georgia and its partners have worked energetically to rehabilitate and transform the power sector into a fast-growing industry that is playing a crucial role in Georgia's economic development.

Georgian State Electrosystem (GSE) is at the forefront of this process; it performs electric power transmission and dispatch across the entire country. GSE is working to overcome performance challenges as it seeks to ensure the reliable and uninterrupted supply of power. Since 2012, USAID's Human and Institutional Capacity Development (HICD) PLUS project has been an important partner in this work.

HICD PLUS has helped GSE develop a new strategic plan, operating procedures, and key performance indicators, and will soon help strengthen the internal audit and procurement functions. Another key focus is on equipping GSE's staff with the knowledge and skills to successfully perform their important roles. HICD PLUS recently trained 53 GSE senior and middle-level managers in modern project management techniques to better enable them to implement the complex work they perform across the country.

Mikheil Tavberidze was one of the trainees. As the head of Operational Planning and Contract Registration Services at GSE, he manages a critically important process: planning the electric supply and demand for the country. Since inaccurate planning can interrupt the power supply and damage hydropower stations, planning and managing this department's work is crucial.

"[T]his training exceeded my expectations and provided a unique focus on project management; it enhanced our skills to effectively manage the team and successfully accomplish tasks. I will be using these tools and techniques to handle my existing and future projects." Thanks to new knowledge and skills, Mikheil and his colleagues are helping to keep the lights on and drive Georgia's continued economic development.



*Microfinance organization cashier serving a client*

## **Developing a Functional and Effective Microfinance Association**

According to National Bank of Georgia (NBG) statistics, microfinance is one of the fastest growing sectors in Georgia. Microfinance loans are often the only solution for the self-employed, micro and small entrepreneurs, farmers, and agribusinesses. Georgians often prefer borrowing from microfinance organizations rather than from commercial banks, because microfinance organizations have less bureaucracy and fewer procedures, even though they charge higher interest rates than banks. The capital used by Georgian Microfinance Organizations (MFOs) is composed of private capital, commercial bank credits, and investor capital (the main source of finance from abroad). The development of this sector and creating better access to microfinance are crucial to overall economic growth in Georgia.

One challenge for the sector was that its main advocate – the Georgian Microfinance Association (GMA) (formerly the Association for Development and Support of Microfinance Organizations in Georgia) – was underdeveloped and unable to serve MFOs effectively, defend their rights, and expand the sector.

GMA – established in August 2009 by several MFOs – as a relatively new institution with limited staff, lacked the experience and capacity necessary to develop the management systems and administrative and financial structures to grow as an association. It also needed to address issues related to sustainability, such as developing its marketing products and services, addressing membership growth, and improving its communication and networking tools to better serve those members.

GMA recognized these needs and approached USAID and HICD PLUS in late 2011 with a request for support. This was followed by a complex, one-year activity designed to develop and strengthen the association's human and institutional capacity and better enable it to perform its core functions. HICD PLUS and its subcontractor Tbilisi Business Service Center (TBSC) Consulting focused on three key components: board and governance, management, and committee structure.

The program was immensely successful in helping GMA develop into a functional and effective institution. As a direct result of a new membership profile and marketing strategy, eight microfinance organizations have joined GMA since HICD PLUS assistance formally ended in May 2013, nearly doubling the association's membership. Several other organizations are either ready to become members or are actively pursuing membership. This increased membership enabled GMA not only to become more financially sustainable, but also to become a stronger advocate for the rights of a larger share of the Georgian microfinance market actors. The National Bank of Georgia now considers GMA the primary representative of the industry. The graph at right – which is taken from the Performance Monitoring and Evaluation System HICD PLUS developed to help project partners monitor their performance, shows the association's membership growth.

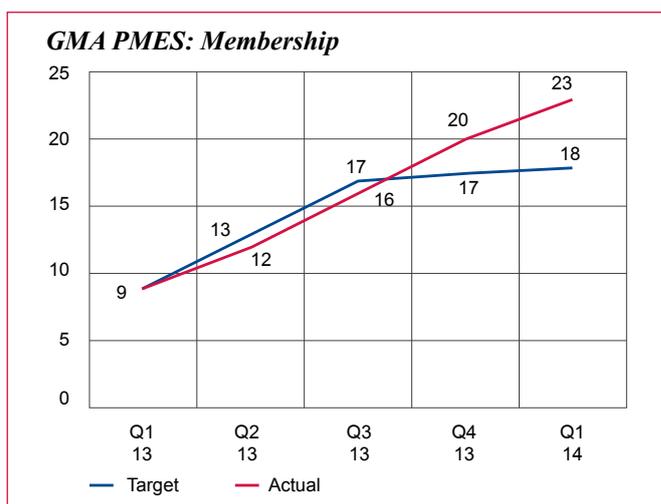
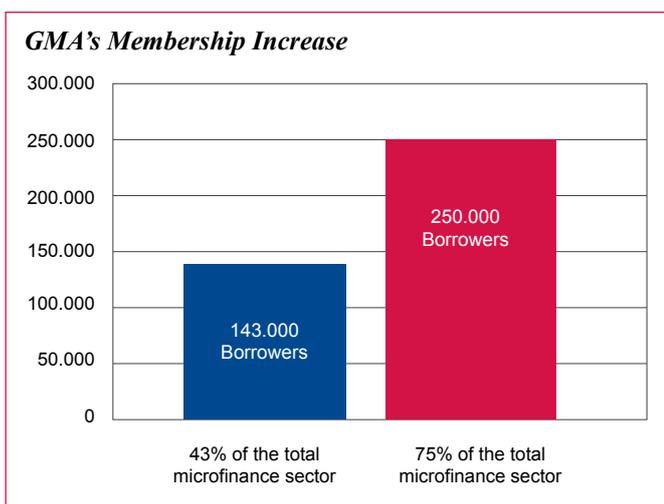
The total assets of GMA's members is now 525 million GEL/ \$318 million (up from 266 million GEL at the start of the program), which represents 65 percent of the microfinance sector in Georgia. In addition, the number of borrowers is 250,000 (up from 143,000 at

the start of the program), representing 75 percent of the sector.

Before the project, the board members reported that the board was ineffective. Over the course of the project, and as a key project objective, the board learned how to hold decision-oriented meetings. This was a major improvement, and the Executive Director now has the tools to run the association and attract and admit new members. The association now has a strategic plan that outlines what the board wants to accomplish in the coming year. There is also an approved tier-one budget, which enables the association to operate.

In September 2013, the GMA's board approved a Code of Ethics for association members and established three committees: Ethics and Social Performance, Public Relations, and Legal Committees.

Finally, HICD PLUS developed and customized a web-based Performance Monitoring and Evaluation System (PMES) for the association. GMA has already institutionalized the PMES and is actively using it to monitor and evaluate its own performance.



# SNAPSHOT

## A Stronger Microfinance Association Helps the Entire Sector Develop and Modernize

**Georgian microfinance organizations now have a code of ethics and are advocating for legal changes to grow the sector.**



Photo: HICD PLUS

*The USAID HICD PLUS project works to improve the capacity of key Georgian organizations in the public, private, and NGO sectors.*

### Telling Our Story

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The microfinance sector is rapidly expanding in Georgia, with an annual growth rate of nearly 100% over the past three years. Microfinance loans are often the only solution for the self-employed, micro and small entrepreneurs, farmers, and agribusinesses. The development of the sector and better access to microfinance are crucial to Georgia's growth.

One challenge for the sector was that its main advocate – the Association for Development and Support of Microfinance Organizations in Georgia – was itself underdeveloped and unable to effectively serve microfinance organizations (MFOs), defend their rights, and grow the sector. The Association recognized its needs and asked USAID for support.

USAID's Human and Institutional Capacity Development (HICD) PLUS project worked with the Association to improve and strengthen its governance, management, and structure. The program transformed the Association into a strong and effective institution, doubling its membership, and improving its financial sustainability. The Association's members now have 250,000 borrowers (up from 143,000 at the start of the program), representing 75 percent of the total microfinance sector, and is able to advocate for and defend the rights of a much larger share of the Georgian microfinance sector.

The Association also formed three committees to build the reputation of MFOs, advocate for legislative changes, and diversify funding sources to reduce interest rates. In 2013, for the first time in Georgia, MFOs adopted a code of ethics which includes a goal for the Association and its members to become more socially responsible, more transparent, and increase customer service standards. In addition, MFOs started to make proactive legal changes; the legal committee developed a list of issues that inhibits the growth of the sector and is working with the national bank to adopt legal initiatives to address these obstructions.

The President of the Association - Archil Bakuradze – noted: "The end result of modernizing the sector is to make services better, more accessible, and less expensive for the people, and create conditions where the rights of the customers are fully protected. HICD PLUS helped us develop into a functional and effective institution ready to respond to challenges."

# SNAPSHOT

## Better Access to the Microfinance Helps Georgian Agriculture to Develop

**The microfinance sector has served hundreds of thousands of Georgia's low-income citizens helping them to make a better living.**



Photo: HICD PLUS

Microfinance is a rapidly developing sector – According to the National Bank of Georgia, the ratio of Microfinance organization assests to bank assests has increased from 1% to 6% since 2007.

*The USAID HICD PLUS project works to improve the capacity of key Georgian organizations in the public, private, and NGO sectors.*

### Telling Our Story

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“I worked as a butcher in the local market. It was a battle every day, the means to an end to support my family. Having a farm was my dream, but I could not collect seed money to start a business, banks repeatedly refused me financing, because of my unemployed status,” recalls Manuchar Gotiashvili a farmer from Vartsikhe (near Kutaisi), husband, and father of two.

After several failed attempts to find a job in the city or receive a bank loan, Manuchar approached a local microfinance organization and received a loan to start his farm. Currently, he owns a successful business and is one of the largest suppliers of chicken, beef, and pork to the Kutaisi regional market.

Microfinance organizations in Georgia serve more than 400 thousand low-income, economically active citizens, managing a portfolio of more than 600 million US dollars. Clients are primarily self-employed individuals, such as micro- and small businesses owners and farmers, representing Georgia's largest and least secure economic group. Traditionally, one quarter of a microfinance portfolio is invested in agriculture, making microfinance a prime source of funding for Georgia's growing agricultural sector.

The Association of Georgian Microfinance Organizations was founded in 2009. It is working to increase awareness of microfinance among decision makers and the public at large. The organization endeavors to educate the public on how it differs from other types of financial services.

With help from the USAID HICD PLUS project, the association has established better strategies, management, and structure. To safeguard its reputation and formulate guiding principles for the sector, the association adopted the Code of Ethics of the Microfinance Industry last year. It defines members' commitment to avoiding over-indebtedness among clients and obliges microfinance institutions to practice transparent pricing, deploy responsible human resources, and adhere to environmental practices.

“Sales of poultry, cattle, and pigs generated additional income for our family, so we bought home appliances, household items, etc. In short, things are going well. Currently, I employ five people and if I expand my farm, I will be able to employ more. If the village becomes stronger, the country becomes stonger too,” says Manuchar Gotiashvili who aims to expand his business in the near future.



*Georgian Oil and Gas Corporation technicians working on gas pipes*

## **Helping Georgia’s Oil and Gas Industry to continue its Historical Development Path**

The development of Georgian oil and gas industry started in the early part of the 20th century, when the specialized enterprise “Saknavtobi” was established. From the 1930s to the 1960s, extraction works were carried out at several fields and annual oil production was up to 55 thousand tons. The construction of pipelines also has a very rich history and dates back to the early 19th century. The Nobel Brothers company built the Baku-Batumi pipeline, 203 mm (eight-inches) in diameter and 883 kilometers long, to transport oil to the Batumi sea port. At that time, it was one of the longest pipelines in the world. Currently, the main player in this sector is the Georgian Oil and Gas Corporation (GOGC), whose mission is to support Georgia’s energy security and maintain profitable growth by participating in international energy projects. GOGC focuses on the exploration and production of oil and gas resources as well as their transpor-

tation and sale. GOGC coordinates the operation of the existing oil and gas transportation infrastructure and oversees the design of new oil and gas pipelines, their construction, and further development.

To help GOGC fulfill its mission and continue its historic role, HICD PLUS conducted a multicomponent HICD program, which resulted in GOGC gaining better instruments to improve management and overall institutional capacity.

In July 2014, GOGC’s first corporate intranet page went live. The system was designed to increase employee productivity and improve internal communications. GOGC uses the site to publish corporate news and events and conduct staff polls. The site also enables employees to provide feedback by commenting on issues posted on the portal. The intranet im-

proved the efficiency of business processes, as managers are now able to delegate tasks to subordinates and receive work reports online.

Several serious challenges prevented GOGC's operations from running efficiently, most notably non-integrated business processes. The lack of integration created barriers to smooth workflow, leading to a doubling of work and an unnecessary amount of time wasted. HICD PLUS hired TBSC Consulting to optimize GOGC's core business processes. By the end of the activity, 24 processes were optimized.

This component focused on developing a Personnel Development System for GOGC, which helped GOGC's staff to better fulfill its present and future mission. TBSC consultants developed and distributed a questionnaire for GOGC employees to collect detailed information on their daily activities. The positions were evaluated and draft position descriptions were developed. In addition, consultants identified opportunities for improvements in HR practices and provided detailed recommendations to the HR management team. To increase employee retention and advancement, HICD plus helped the institution create a position-based grade/pay system.

To improve GOGC's procurement capacity, ICD PLUS subcontracted the International

Chamber of Commerce (ICC) to deliver a customized training on Incoterms 2010 to GOGC's procure-

ment and contracts staff. Incoterms rules are an internationally recognized standard, developed by the International Chamber of Commerce, which is used worldwide in international and domestic contracts for the sale of goods. The training took place July 12-13, 2014. Pre- and post- testing for the 10 participants showed an 89 percent average increase in subject-matter knowledge.

*Reengineered business processes are translated as:*

- *Processes are more transparent;*
- *Process maps are a good management tool;*
- *Roles and responsibilities are more clear for the assigned employees involved in the process;*
- *GOGC works faster and probably cheaper with improved quality and reliability;*
- *Improved efficiency in process flows: reduction of mistakes by integrating the most critical and important business and support processes;*
- *Enabled planning and monitoring of operations;*
- *Work processes are less stressful.*

*Inga Khutsishvili, Head of Corporate Management Department, GOGC*



Journalist and Chair of the Georgian Association of Regional Broadcasters (GARB), Natia Kuprashvili, filming GARB's weekly analytical TV magazine "Mtavalkutkhedi". Only a few months after completion of HICD PLUS assistance, GARB was able to sell advertisements for the first time, yielding a \$160,000 profit, benefiting both GARB and its members.

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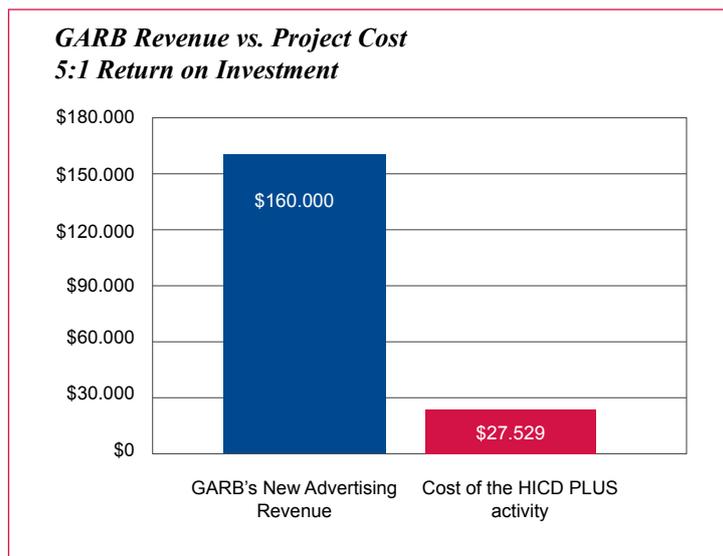
# TECHNICAL ASSISTANCE INTERVENTIONS

## Helping Regional Media to Better Serve their Audiences

Regional media stations play an important role in educating citizens across Georgia, but they often have low technical and professional capacity and insufficient financial resources. The Georgian Association of Regional Broadcasters (GARB) exists to support regional media. GARB is a non-profit association of 22 regional television broadcasters across Georgia, whose mission is to support the sustainable development of regional broadcasting companies to make free speech accessible to the Georgian public and to improve their level of information and civil activity.

HICD PLUS and its subcontractors TBSC Consulting worked with GARB in the summer and fall of 2012 to help improve GARB's financial sustainability, which enabled the association to deliver the highest value to its member organizations and support the sustainable development of regional media. HICD

PLUS conducted an initial assessment of GARB and recognized that, without a secure funding stream, the very existence of the association was in question. Therefore, HICD PLUS implemented a multi-pronged technical assistance program to help GARB reduce its dependence on donor funds and become financially sustainable. The assessment revealed that selling advertising time on behalf of its members by creating a Central Marketing Unit (CMU) would be the most profitable model for GARB. The establishment plan for the CMU included organizational charts, job descriptions, recommendations on physical and IT infrastructure, recommendations on training needs, and financial forecasts. The project quickly yielded results. In only a few months, GARB sold ads for the first time, which yielded a \$160,000 profit, benefiting both GARB and its members.



# SNAPSHOT

## Strengthening Regional Media for Informed Local Communities

**First-ever ad sales help Georgian TV stations keep the public informed**



Photo: GARB

*The USAID HICD PLUS project works to improve the capacity of key Georgian organizations in the public, private, and NGO sectors.*

### Telling Our Story

U.S. Agency for International Development  
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"Without these funds we wouldn't be able to continue producing and airing programs. These programs are very important for our audiences; we broadcast in Chiatura and Sachkhere and also cover some of the occupied territories," says Ramaz Gamezardashvili, director of Imervizia TV, describing the impact that recent advertising sales have had on his regional TV station.

Despite the important role they play in educating citizens across Georgia, regional TV stations have long been one of the most disadvantaged sectors in the country, often having low technical and professional capacity and insufficient financial resources. The Georgian Association of Regional Broadcasters (GARB) exists to support the development of regional media, advocate for their rights, and promote free speech. Its 22 members serve every region of the country. Yet GARB itself is plagued by problems of financial sustainability.

USAID is committed to democratic development and media freedom in Georgia. To help ensure regional citizens have access to information, the USAID Human and Institutional Capacity Development (HICD) PLUS project worked with GARB in the summer and fall of 2012 to help improve GARB's financial sustainability and, in turn, to enable GARB to deliver the highest value to its member organizations and support the sustainable development of regional media.

The most promising way for GARB to obtain revenue is to sell advertising time on behalf of its members. HICD PLUS provided GARB with a regional advertising market assessment, a marketing strategy with financial forecasts, and other practical tools to sell advertising time and distribute the revenue among its members. The project quickly yielded results. In only a few months, GARB made its first-ever ad sales, bringing in more than \$77,000 to the organization and its members. This is nearly three times the cost of HICD PLUS's intervention, representing a nearly 3:1 initial return on USAID's investment.

With the revenue from these sales, several regional broadcasters began to produce new programs and improve the quality of existing ones. Maia Ivelashvili, director of Akhaltsikhe TV 9, noted, "With the funds received from advertising we managed to provide news to our Armenian viewers in Akhalkalaki and Ninotsminda in their native language, specifically during the election period when they needed it the most."



*Ministry of Health, Labor, and Social Affairs hot line operator on duty, serving Georgian citizens*

## **Helping Transform the Ministry’s Call Center into a Modern Operation**

The Ministry of Labor, Health and Social Affairs (MOLHSA) is charged with regulating health care, labor issues, and the social security system. Its mission is to promote good health and healthy working and living environments and to ensure sufficient social and health services. Its activities include providing medical and public health services, regulating medical and pharmaceutical activity, managing state pensions, providing targeted social assistance, providing a safe living and working environment, and overseeing adoption and child protective services.

In the spring of 2012, MOLHSA launched several new restructuring activities. One of the key activities was the restructuring of the Ministry’s Public Relations (PR) Department, which is the primary communication tool for MOLSHA to communicate

with citizens and better inform the public about their rights and available health services.

The Ministry’s major communication challenge in communicating with the public was inefficient call center operations and confusion over which center provided which services. MOLHSA and several of its affiliated agencies operated separate call centers to serve the public. These numerous call centers operated under different (and often insufficient) standards and procedures and with different telephone numbers, some of which worked only intermittently. These various centers confused the public, who often did not know which center to call.

In the summer of 2012, HICD PLUS launched a program to support the transformation of the call cen-

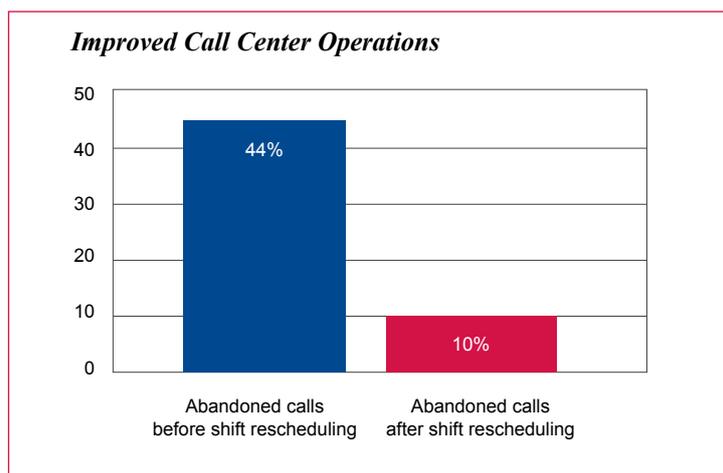
ters' operations and turn the customer service hall into a one-stop shop. The program, conducted by HICD PLUS subcontractors from GEC Corporation, coached call center leadership and institutionalized shift rescheduling, which reduced the rate of abandoned calls from 44 percent to 10 percent (see graph above). The call center leadership successfully implemented several of the program's key recommendations, including the following:

- Establishing a liaison mechanism between the back office and the call center to share new information in a timely manner.
- Developing an electronic program to synthesize citizen data in one place, which replaced the inefficient multiple database system that call

center operators used.

- Developing codes of ethics for call center staff.
- Starting to track data through the automated call center equipment.
- Developing service-level standards and a quality monitoring system based on global best practices.

As a direct result of the program, the customer service hall was replaced with an efficient operation unit providing quality services to customers in a timely manner. This was done by rearranging the work place and by providing staff with customer service training. A total of 152 MOLHSA employees across the country received customer service training under this project.



# SNAPSHOT

## Improved Call Center Helps Georgian Citizens Receive Better Health and Social Services

**Through the help of HICD PLUS, the call center now operates based on global best practices.**



Photo: Maia Kereselidze

*The USAID HICD PLUS project works to improve the capacity of key Georgian organizations in the public, private, and NGO sectors.*

**Telling Our Story**  
U.S. Agency for International Development  
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Maia Kereselidze is a call center specialist at the Ministry of Labor, Health, and Social Affairs of Georgia (MOLSHA). The Ministry's call center receives up to 3,000 calls per day and is one of MOLHSA's primary means of keeping the public informed about health insurance and other social programs. Maia has worked in the call center for two years and says that the lack of integrated data and service standards used to cause significant problems for callers. "Upon receiving a call, we had to search multiple databases and several websites to find information. Obviously, this increased call waiting time causing frustration and disappointment for the customers."

In 2012, nearly 45% of incoming calls went unanswered and MOLHSA felt the overall quality level of the center was unsatisfactory. MOLHSA approached USAID and requested support. USAID's Human and Institutional Capacity Development (HICD) PLUS project worked with MOLHSA to transform the call center into a modern operation. The HICD PLUS team first worked with call center staff to introduce shift rescheduling to ensure the center was appropriately staffed at key times. The team then developed service level standards and a quality monitoring system based on global best practices, and provided customer service training to all of the call center staff.

The impact was quick. The rate of unanswered calls was cut in half and the average call waiting time decreased from 44 to 28.6 seconds, below the international standard of 30 seconds. MOLHSA implemented one of USAID's key recommendations and developed an integrated IT system which allows call center staff to quickly retrieve a caller's personal information and provide faster and more accurate information. The call center even adopted a code of ethics at their own initiative.

Maia says that her work has never been as fulfilling as it is today, and she has seen a dramatic change in the call center's performance. "We used to work under constant anxiety and stress. A new one-stop-shop database unifies the data of the civil registry agency, insurance programs, medical clinics, state benefits, disabled registry, etc. It allows rapid search and is much more comfortable and user friendly." Thanks to Maia and her colleagues, thousands of Georgians benefit each day from the improved call center.



## Supporting the Ministry of Environmental Protection's Recruitment Efforts

The Ministry of Environmental Protection of Georgia (MOEP) is a line ministry of the Executive Branch of the Government of Georgia (GOG). Established in 1991 as the Ministry of Environment Protection and Natural Resources of Georgia, it was originally in charge of (i) environmental protection/conservation and (ii) maintaining the sustainable use of natural resources. In 2011, the second function was transferred to the Ministry of Energy and Natural Resources.

As a result of the October 2012 Parliamentary elections and subsequent change in government, the responsibility for maintaining the sustainable use of natural resources was transferred back to MOEP. The Ministry went through a significant reorganization, which involved hiring 1,200-1,300 new staff in different departments and units in a short time, but it lacked sufficient human resources to conduct the recruitment process independently and requested US-AID support through the HICD PLUS project.

HICD PLUS responded immediately, providing the Ministry with human resources expertise and consultations. In the summer and fall of 2013, HICD PLUS experts Ana Tikaradze and Maia Tsereteli worked with MOEP staff to develop interview and scoring sheets and trained more than 60 MOEP staff in proper interviewing techniques. The experts then observed

several rounds of interviews and provided follow-up coaching.

In addition, in November 2013, HICD PLUS hired training expert Nana Kvrivishvili to conduct a training of trainers (TOT) program for staff of the MOEP's Environmental Information and Education Centre (EIEC). EIEC is charged with capacity-building for the MOEP staff, and the TOT focused on building the participants' capacities to design and deliver effective training programs.

Finally, HICD PLUS worked with the Ministry to design five new-hire training modules to help orient new staff, specifically rangers of the Forestry Agency and inspectors of the Environmental Supervision Department. The modules included topics such as taking water and soil samples, flora and fauna identification, and geographic information systems. Currently, MOEP is using all five modules to deliver training to the rangers and inspectors.

*Knowledge and skills acquired through the TOT and the training modules are very useful. We trained 125 people, including 82 rangers and inspectors, the last quarter of 2014.*

*Nata Sultanishvili, Head of EIEC, MOEP*



*Students at the International School of Economics playing chess after class.*

## **Supporting Institutional Capacity at the International School of Economics**

The International School of Economics of Tbilisi State University (ISET) was founded in 2006 through a collaborative effort of the World Bank, British Petroleum, the Open Society Institute, and the governments of Georgia, Germany, Sweden, and Norway. ISET offers a two-year master's program in economics, serving students from Georgia, Armenia, and Azerbaijan. The program adheres to international academic standards for English language instruction by employing visiting and resident international Ph.D. faculty. Of the 169 graduates to date, 51 work in the Georgian public sector, with many holding managerial positions and heading various divisions and/or departments.

Recognizing the need to strengthen their institutional capacity, ISET approached USAID and HICD requesting support in three areas: governance, programs and internal management procedures, and external communications.

In response, HICD PLUS and its subcontractor GEC Corporation provided an intensive assessment and

several deliverables, including new strategy documents, bylaws and constitutions, improved HR policies and procedures, an updated communications strategy, and a customized integrated financial management system. ISET's board approved the new governance structure and organizational chart in July 2013.

ISET reports that the new financial management system is more efficient and less prone to errors, which is providing ISET's decision-makers with faster and more accurate information with which to make management decisions.

*Time for preparation of the consolidated report could take up to a week before and can be done in a day now.*

*Nino Papava, former Deputy Director,  
Finance & Administration, ISET*



*Debate on the constitutional amendments at the Georgian Parliament.*

## **Contributing to Georgia's New Constitution**

Georgia's constitution has evolved significantly from the first post-Soviet constitution adopted in 1995. It has evolved from a centralized executive power model toward a more traditional parliamentary system. As many have noted, parliamentary systems have proven more stable over time. Following the peaceful transition of power after the 2012 elections, it became clear that the evolution of Georgia's constitution is not over. The ruling coalition prepared amendments aiming to change existing constitutional order and give the president significantly less power than in the past and giving the prime minister more power relative to the Parliament.

After a rigorous consultations and negotiations with the Parliament of Georgia, HICD PLUS began supporting the Parliament with the deliberation and planning process for a series of expected constitutional amendments in January 2013. The proposed changes concerned Article 80 of the constitution, which contain the president's rights to dismiss the government. The initiators of the amendments considered the changes vital to ensuring a stable transition of power and the proper functioning of Parliament. At the time, the constitution still gave the president the power to dissolve the government and appoint his own if

Parliament did not approve a government after three votes.

HICD PLUS contracted two distinguished American legal experts — Professor Lawrence Lessig of Harvard Law School and Professor Howard Fenton of Ohio Northern University School of Law. During February and March 2013, the professors visited Georgia and provided remote advice and consultation. The experts engaged in extensive consultations with the parliamentary majority and minority, the prime minister, and the Parliament's Committee on Legal Issues. To support a transparent and inclusive process, they also met with representatives of various political parties, Georgian civil society organizations, media associations, and academics. The experts provided the Parliament with targeted recommendations to ensure that the process and amendments reflected international best practice. At Parliament's request, Professor Fenton also produced two reports: one on administrative justice reform and freedom of information legislation, and another on potential civil service reforms. The proposed changes were adopted on March 25, 2013, with the unanimous support of Parliament.



## Supporting the Government in Handling Challenges with Disputed Territories

HICD PLUS supported the Office of the State Minister for Reintegration of Georgia (SMR), continuing work begun under the FORECAST project. Dr. Jonathan Kulick, an experienced conflict analyst, conflict resolution expert, and policy advisor, was engaged to support SMR from November 2011 to November 2012.

The program supported the SMR in its development, implementation, and promotion of strategy, policies, and programs related to engagement with the occupied territories of South Ossetia and Abkhazia. SMR's priorities were: (i) implementing the instruments and programs called for in the Action Plan for Engagement of Occupied Territories, adopted by the GOG in 2010, and (ii) building support for the GOG's position and efforts in this regard.

The consultant helped SMR to establish a "Trust Fund," an institution oriented to fund confidence-building projects designed by local and international organizations to bring the residents of the occupied territories together and build ties between divided communities. SMR realized the importance of this instrument and HICD PLUS's consultant created a concept paper for the Fund, on the basis of which the SMR designed the charter, organizational and decision-making chart, and other necessary documents.

After appointing new leadership in the wake of the October 2012 Parliamentary elections, SMR requested a rapid institutional assessment of the ministry to help identify priority areas for institutional support and to enable the ministry to better perform its core functions. HICD PLUS recruited Jaime Hermann, an international performance improvement expert from Performance Design International (PDI), who conducted the in-country assessment in December 2012.

After a series of consultations — based on the recommendations from the assessment report — in February and March 2013, SMR confirmed its interest in receiving HICD PLUS support to systematize key work practices and establish a formal training management system. HICD PLUS selected a consortium led by GEC Corporation as the implementer for this activity.

From June through September of 2013, the consulting team produced a package of deliverables. It led a workshop in September 2013 for SMR's Deputy Minister and senior managers to introduce and adopt the concept of key deliverables to systematize work practices and establish a training management system.

At SMR's request, the consulting team also helped SMR's leadership discuss and plan a potential restructuring. The consultants developed several potential organizational structures and discussed the possible approaches to the reorganization. In so doing, the consultants were able to provide expert business process reengineering support to SMR at a crucial time.

Finally, in January 2014, HICD PLUS responded to another request of SMR and engaged an international expert, Dr. Marian Staszewski, a Polish diplomat with extensive first-hand experience with the issues related to disputed territories, to assist the SMR in policy development and evaluation through analysis and expert policy advice. The assignment lasted from May 2014 to June 2015. Although most of his support was provided from abroad, the consultant made three trips to Georgia.

## Building Capacity for Georgian NGOs

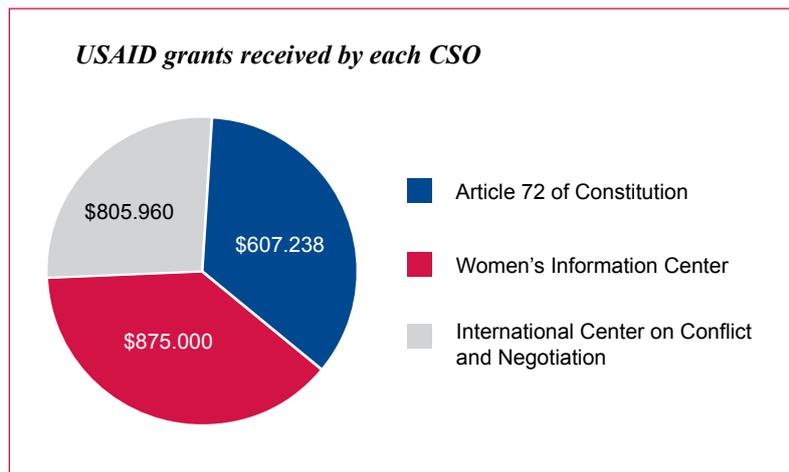
The role of nongovernmental organizations (NGOs) is very important. In Georgia, NGOs often provide essential services that government agencies or institutions provide in developed countries. Normally, these services that are in line with current governmental policy, and NGOs act as contributors to economic development, transparency, employment and the budget. NGOs also play an important role in advocating for, and providing social justice support for, marginalized members of society.

To enhance the role of Georgian NGOs and support their activities, USAID approached HICD PLUS in September 2013, requesting support to strengthen the capacity of four Georgian civil society organizations (CSOs) and prepare them to receive USAID grants. These CSOs included Article 42 of the Constitution, Women Information Center, International Center on Conflict and Negotiations, and Life Chance. USAID had performed initial assessments of the CSOs and determined that each CSO had areas for improvement that precluded them from receiving grant funding until the issues were resolved. Key areas for im-

provement included financial systems, procurement, and human resource management.

HICD PLUS designed a customized program to provide these CSOs with the necessary support, including training modules in financial management, asset management, procurement, travel and transportation, human resource management, report writing, monitoring and evaluation, and gender. An environmental specialist from USAID's New Economic Opportunities (NEO) project, implemented by Chemonics, delivered training on environmental compliance. The training was followed by hands-on work to help the CSOs develop the new manuals and tools they needed. By the end of December 2013, the CSOs had new finance, human resource, and procurement manuals developed in accordance with the latest Georgian Labor Code, the requirements of the Revenue Service, and USAID's regulations.

As a result of this activity, three of the four organizations received a USAID grant (see pie chart above).



## Capacity Building Program for Disabled Child, Family, and Society

Mariam Mikiashvili, who is blind, is a project manager at Disabled Child, Family, and Society (DCFS), a Georgian NGO. DCFS's mission is to create equal opportunities for disabled children, to help them reveal and realize their potential and become integrated into society.

After attending a study tour to the United States organized by the HICD PLUS project with USAID funds in March 2014, Mariam got a better understanding of how to design training modules for children with hearing and visual problems and what issues to address. The main topics of the training are communication tools between teachers and parents to make the learning process for the children more effective and to explain to parents the need to communicate effectively with their children and teachers.

Like other teachers working with handicapped children, Mariam understands the challenges of education for students with vision issues and is committed to bringing back best practices to Georgia, which she has done successfully. She developed two training modules: one to train teachers working at the school for the blind and the other, to train parents of visually impaired children. The modules were delivered to both target audiences.

Mariam was one of 17 participants (most of whom were teachers) who travelled to the United States as part of a study tour (see textbox) on the education of

children with hearing and vision issues. Depending on their specialization, the participants visited either the Perkins School for the Blind, Gallaudet University (for deaf or hard-of-hearing students), or both. Ms. Mikiashvili attended the first component of the program and became acquainted with the methodology and tools provided by the Perkins School for the Blind.

Before the study tour, in September-December 2013, HICD PLUS supported DCFS to help build its organizational capacity and enable it to manage a large USAID grant. The program included five components:

1. Financial management;
2. Procurement of goods and services;
3. Important policies  
(environmental compliance, gender, etc.);
4. Monitoring and evaluation;
5. Study tour to the United States on the education of children with hearing and vision impairments.

*The study tour was a unique opportunity for our teachers; we learned new methodologies to achieve improved educational practices for children with hearing and vision issues.*

*Maia Bibileishvili, Chairperson, DCFS*

## Supporting the Georgian Logistics Association with its National Promotional Campaign

More than 10 percent of Georgia's GDP comes from the transport and communications sector. Minister of Economy and Sustainable Development Giorgi Kvirikashvili told the World Economic Forum in China that Georgia has its sights set on becoming a logistics hub in South Caucasus and Central Asia. Transportation and logistics is a priority area for the Georgian government, as Georgia has the potential to become a hub for regional offices, regional stocks, and various value chains.

The Georgian Logistics Association (GLA) was established in 2011 to help strengthen the logistics sector in Georgia. It represents companies, organizations, and individuals actively involved in logistics, transportation, and supply chain management. It is also the authorized Georgian representative of the Supply Chain Council (SCC), a global NGO whose framework, improvement methodology, training, certification, and benchmarking tools help member organizations improve supply chain performance.

Recognizing the need to raise GLA's visibility, the institution approached USAID and HICD PLUS in late 2013 requesting support in planning and implementation of a national promotional campaign to expand its membership. GLA described this campaign

as a crucial step in the organization's growth and development.

In response, HICD PLUS provided GLA with a consulting team from Georgian Public Relations Association (GEPRA) composed of public relations and marketing consultants.

During the five-month program in 2014, the promotional campaign for GLA was featured 27 times on TV, radio, print, or online media. Of those invited to events, 89.5 percent of invitees (72 individuals) attended (surpassing a target of 60 percent). The promotional campaign's online publications received 502 likes or shares.

GLA used the expansion plan and new marketing tools to solicit new members. Ten organizations have joined the association since HICD PLUS assistance formally ended in the summer of 2014, tripling its membership (see graphic). Several others are either ready to become members or are very interested in joining. In addition, GLA has begun to receive new consulting requests. GLA has signed a memorandum of understanding with Caucasus University, and started to deliver short courses in logistics and supply chain management in the spring of 2014.





*National Agency of State Property staff after a training in customer relations.*

## **Optimizing Business Processes for the National Agency for State Property**

The National Agency for State Property (NASP) is a legal entity of public law under the Ministry of Economy and Sustainable Development formed in September 2012. Its main responsibilities include managing state-owned assets (including land and movable assets), managing state-owned enterprises (more than 400), and privatizing state property.

As a recently formed governmental institution, NASP's leadership is embarking on a series of institutional reforms to transform it into a modern, service-oriented organization. NASP did not have an optimized organizational structure and operating procedures, hindering their ability to provide timely and satisfactory work for its customers. NASP recognized this challenge, and was eager to improve their performance. NASP's leadership approached USAID and HICD PLUS to request support in strengthening its institutional capacity building activities.

In response, HICD PLUS launched a technical assistance program for NASP. During the 10 month program in 2014, a team of consultants from PMCG defined all of NASP's business processes and sub-

processes, developed a human resources strategy and job descriptions for staff, provided a package of internal communication tools, helped improve NASP's customer relations through a customized training and recommendations, developed key performance indicators (KPIs) to enable NASP monitor performance, and trained NASP leadership in change management.

Recognizing that some changes to business processes will require corresponding legislative changes, HICD PLUS recruited a Georgian legal drafting expert who identified the legal issues that hinder the agency's optimized performance and prepared relevant legislative draft packages.

*The business process maps and standard operating procedures developed under the technical assistance program created more effective procedural controls at NASP.*

*Lado Lursmanashvili, Head of Service and Procedure Development Unit under Strategic Development Department, NASP*



*Training of the Academy of the Ministry of Finance's library personnel on the new electronic library management system.*

## Launching First Ever e-Library at the Academy of the Ministry of Finance

The Ministry of Finance Academy is one of the most prominent learning hubs for Georgia's civil service. It trains close to 2,000 trainees per year, delivering classes on finance, budgeting, accounting, audit, tax, marketing, and project management.

As part of the Ministry of Finance of Georgia (MOF), the Academy's top priority is to ensure the professional development of MOF employees and support the Ministry's ongoing reform efforts. In addition, it actively cooperates with other government agencies and supports their development centers.

The Academy's library is well-stocked with new books and materials and is popular among the Academy's training participants, but it had no library management system (LMS) to allow users to search the library's collection and check out books and materials (see textbox), which impeded the library's usage.

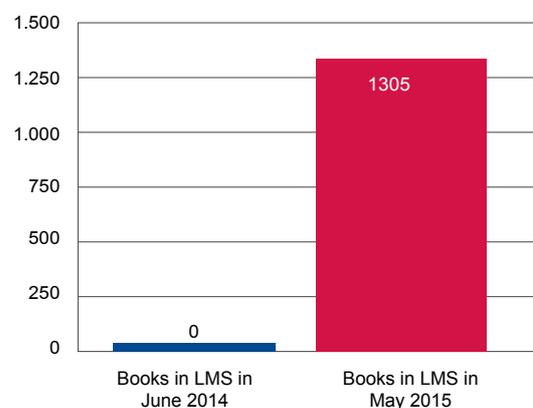
In June 2014, HICD PLUS started to research the best library management options available in Georgia and prepare recommendations to improve the library's functionality and performance. Based on this

assessment, the project identified Evergreen, a web based library management system. HICD PLUS then hired a local company, Innovative Systems Management (IMS), to set up and customize Evergreen for the Finance Academy and train designated personnel to administer and manage this software.

The Academy now has a fully functional automated library management system, connected with other institutions. The system is expected to increase library usage and minimize the misplacement of books (see graphic). The LMS will support the Academy's educational mission and activities and provide the best service to training participants.

*LMS enables our users to easily search and book the library resources online.  
Tatia Berianidze, Development Projects  
Coordinator at Finance Academy*

***Finance Academy receives automated Library Management System (LMS)***





*Drama Festival supported by the Ministry of Culture and Monument Protection of Georgia.*

## **Helping the Ministry of Culture and Monument Protection in Building and Documenting its Business Processes**

HICD PLUS provided technical assistance to the Ministry of Culture and Monument Protection of Georgia (MOC), the first time that USAID has ever worked with MOC.

MOC was established in 2010 when the GOG restructured the former Ministry of Culture, Monuments Protection, and Sports, splitting it into two separate agencies: the Ministry of Sport and Youth Affairs and MOC. MOC's main functions include promoting Georgian culture internally and worldwide; protecting monuments; supporting various cultural events; popularizing Georgian art, music, and dance; supporting cultural educational programs; and implementing other GOG cultural objectives.

MOC receives approximately 50-70 applications daily to fund cultural activities. A portion of these applications are subsequently approved (approximately 3,000 proposals were approved in 2013). The process of reviewing these applications was not optimally organized, and, as a result, was unnecessarily long and complicated, frustrating applicants and causing negative publicity for the Ministry. Improving grant-processing procedures was a main priority for HICD PLUS's activity.

Other areas that HICD PLUS and its subcontractor TBCS Consulting addressed included organizational assessment, improvement of Public Relations (PR) department activities, creation of job descriptions for newly developed positions at the ministry, and creation of a monitoring and evaluation mechanism for funded applications.

Before the activity, no formal processes existed for most activities, and there was little to no documentation for processes that were formalized. Many job descriptions did not accurately reflect the job's actual responsibilities. As a result, the Ministry's operations were plagued by delays. The Ministry's public relations activities were largely reactive and focused on trying to counter negative publicity. Little was done to proactively publicize the good work done by the Ministry.

As a result of the program, the Ministry received a well-structured process of grant application procedures, which enabled it to process applications and make timely decisions on whether or not to fund an upcoming project. The PR department received written recommendations on how to conduct effective PR campaigns and manage the department's day-to-day operations effectively. A package of job descriptions was developed for all the newly developed positions and presented to the appointed personnel. All the business processes were documented, with an optimal timeline for each activity (see textbox).

- *The grant application approval process could take several months prior to the technical assistance program and takes up to a month now;*
- *MOC funded up to 500 new projects since January 2015;*
- *Grant Applications Processing Unit saved MOC staff time, which can be translated to roughly GEL 19,880 saved monthly.*

*Levan Kharatishvili, Deputy Minister, MOC*



## **Improving Operations of the National Centre of Disease Control to Meet the Needs of Beneficiaries**

The National Center for Disease Control (NCDC) is a legal entity of public law operating under the Ministry of Labor, Health, and Social Affairs of Georgia (MOLHSA). It is tasked with leading scientific, evidence-based prevention of disease, and preparation for and response to public health threats in Georgia. It manages a large network of laboratories, including the R. Lugar Center for Public Health Research, three Zonal Diagnostic Laboratories, and seven Laboratory Sentinel Stations across Georgia. The Lugar Center also hosts World Health Organization (WHO) accredited national reference labs (Polio, Influenza, Measles/Rubella), labs connected to the WHO (Invasive Meningitis, Rotaviruses, Salmonella, Diphtheria, Malaria), and international networks with the potential to become WHO collaborative centers in the future.

As the leading institution responsible for public health that is responsive to public administration reform, NCDC recognized the need to begin institutional reorganization and capacity development. To meet its comprehensive obligations and extensive portfolio, HICD PLUS supported the Agency in two

areas: (1) strengthening and updating the financial management system and (2) strengthening and updating the logistics system.

In November 2014, HICD PLUS and its subcontractor GEC Corporation began working on improving and updating NCDC's financial system. GEC consultants led a functional analysis of the NCDC's Finance and Economic Department and conducted an assessment of the existing accounting system. Based on the findings, GEC developed a set of recommendations for an upgraded system and produced a functional analysis report. The consultants also developed the financial manual, cost sharing methodology, results-

*New SOPs and job descriptions helped us streamline internal procedures; which, in its turn, contributes to more efficient human resource management at NCDC.*

*Otar Namicheishvili, Head of Department of Finance Economic Affairs, NCDC*

based management system, and a list of KPIs to monitor NCDC's performance in financial management. At the end of the program, GEC trained 21 staff from the Finance and Economic Department on implementing proposed changes and communicating the change internally.

In October 2014, HICD PLUS launched the logistics component of the technical assistance program for NCDC. International and local logistics experts Pierre de Vasson and Temur Ugulava conducted an assessment of NCDC's logistical network in Tbilisi, Batumi, Zugdidi, Kutaisi, and Gori and conducted a training module for the NCDC staff to ensure they could plan, manage, and administer NCDC's logistics system. Mr. de Vasson submitted a report of the assessment of NCDC's supply chain, which discuss-

es the proposed logistics system design, including a new structure, staffing changes, and new procedures. The consultants also provided NCDC with standard operating procedures (SOPs), and guidelines for NCDC's warehousing, storage, distribution, and inventory of goods.

*We started to implement recommendations outlined in the assessment report: the two logistics experts that we hired in May 2015 will follow the proposed roadmaps to help optimize NCDC's supply chain.*

*Eka Kavtaradze, Deputy Director General, NCDC*



Scenes from HICD PLUS's 10-module training program "Leading through HICD" that was custom-designed to build the capacity of 28 Georgian service providers.  
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## BUILDING LOCAL CAPACITY

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USAID’s strategy for high-impact development, “USAID Forward,” calls for implementers to invest in country-owned models of inclusive development and build sustainable capacity in the countries where USAID works. Through this strategy, USAID places a renewed emphasis on local capacity building so that that United States Government assistance strengthens the actors and institutions responsible for transforming their countries. Committed to USAID’s goal of strengthening local capacity, HICD PLUS incorporated this vision into the project in several innovative ways.

A primary example of HICD PLUS supporting local capacity building is through the use of an Indefinite Quantity Subcontract (IQS). An IQS is an umbrella contracting mechanism that allowed the project to issue solicitations to a pre-approved list of eligible organizations and quickly make subcontract awards. The IQS is not a capacity-building tool, but the way HICD plus engaged local firms through the IQS helped to build their capacity. HICD PLUS worked through the preapproved subcontractors to deliver most of the capacity building and technical assistance services the project provided. These subcontractors had primary responsibility for designing and implementing the various interventions under the close supervision, mentorship, and coaching of HICD PLUS.

We have often paired Georgian subcontractors with international experts to further their learning.

The service providers have reported that they are using the new business relationships made through the IQS to form partnerships and consortia for non-HICD PLUS business opportunities (i.e., with other donor, public sector, and private sector clients). This helps Georgian service providers form strategic alliances that they are using to find new business, implement projects, and gain experience.

Another innovative approach designed to increase local capacity was a 10-module series of capacity-building training courses titled “Leading through HICD.” The program, which was delivered to all service providers from March-September 2012, combined formal training with hands-on experience and enabled the organizations to assume more complex decision-making responsibilities over time. The project selected a mix of performance improvement topics and other issues relevant to successful business operations.

Pre- and post-tests administered to the participants indicated an average 20 percent increase in knowledge of the subject matter, surpassing the project’s goal of 10 percent.



Scenes from 11th annual conference of the International Society for Performance Improvement's Europe, Middle East, and Africa (ISPI EMEA) chapter hosted by HICDPLUS. This was the first time the conference was held in the Caucasus and it included approximately 100 participants from 13 countries.

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# HOSTING THE 11TH ANNUAL CONFERENCE OF THE INTERNATIONAL SOCIETY FOR PERFORMANCE IMPROVEMENT'S EUROPE, MIDDLE EAST, AND AFRICA CHAPTER

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The International Society for Performance Improvement (ISPI), founded in 1962, is the leading international association dedicated to improving productivity and performance in the workplace. Its mission is to develop and recognize the proficiency of its members and advocate the use of Human Performance Technology. ISPI's Europe, Middle East, and Africa (ISPI EMEA) Chapter started in the early 2000s and works to promote performance improvement across EMEA.

From September 26-28, 2013, HICD PLUS and USAID served as local co-hosts for the 11th annual conference of ISPI's EMEA chapter. This was the first time the conference was held in the Caucasus. The conference included more than 100 participants from 13 countries across Europe, Central Asia, the Middle East, Africa, the Caucasus, and the United States.

The theme of the conference was "Improving Performance in Emerging Markets." HICD PLUS had three primary motivations for bringing this conference to Tbilisi:

- Helping to raise knowledge and awareness about performance improvement and human performance technology in Georgia.
- Helping expose international performance improvement consultants to the realities of operating in emerging markets and the opportunities provided in markets like Georgia.
- Enabling Georgian participants to forge relationships with international experts they may not otherwise have the opportunity to meet.

Georgian attendees included representatives from public sector institutions (such as the Office of the State Minister for Reintegration, the Ministry of Justice, and the Georgian Oil and Gas Corporation), universities, NGOs, and private sector consulting companies. Over three days, these participants took part in interactive sessions focused on how to improve human and institutional capacity.

HICD PLUS's partners reported finding the conference highly valuable for their organizations, and many local companies confirmed that they made new contacts with international consultants, including contacts that they plan to use on current and future performance improvement work.

### **Selected quotes from ISPI EMEA Conference Participants**

*“The ISPI conference was quite valuable for me personally and as a representative of the Ministry of Justice. I think this is the first time I’m attending a very interactive conference. Lots of models and theories were presented at the conference and some of them were very practical and very generic that can be applied to any type of organization and I will use in the Ministry of Justice.”*

*–Tamar Jinchveladze: Head of the HR Department, Ministry of Justice of Georgia*

*“This is my first ISPI EMEA conference and I think this is great for the Georgian market and I’m really impressed with the group of people that are here. Recipients of this information are providers of this kind of consulting services, so the real challenge I think, is how do we in the business community, NGOs, Government organizations, have a better idea of taking advantage of the resources that this conference is bringing together not just from Georgia but from globally around the world.”*

*–Michael Cowgill: President, Georgian American University*

*“I think this is a tremendous opportunity for Georgia and Georgian organizations both public and private. This is a growing industry in Georgia and there are very useful services that can be offered by different consulting firms.”*

*–Nodar Tangiashvili: Head of International Organizations and Legal Provision Department, Office of the State Minister for Re-integration*

*“This is the first time I’m attending the ISPI conference. This is very interesting and valuable event first of all because it brings together so many professionals from almost all over the world. For me it’s very interesting to network with them and to share experience....The experience shared by one presenter was very close to what we are going through and the steps they have taken are so relevant to our reality that I could directly take things and apply in my organization.”*

*–Salome Shelia: Deputy Head, National Center for Educational Quality Enhancement*

## OTHER CROSSCUTTING ACTIVITIES

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U.S.-based **George Mason University (GMU)**, with the support of HICD PLUS, conducted a “Point-of-View” session in Istanbul, Turkey. The meeting brought together Georgians, South Ossetians, international community NGOs, and intergovernmental organizations (IGO) to improve understanding of potential areas of agreement, cooperation, and confidence building between those on either side of the conflict, to provide direct communication across the Georgian-South Ossetian Administrative Boundary Line (ABL), and to catalyze support for the further development of other confidence building measures.

The workshop’s most significant outputs were the intentions participants carried home to work on convincing their colleagues to allow a Point-of-View meeting in Ergneti (located on the ABL) in the future. The proposal was to allow a symbolic crossing at Ergneti for internationals working on development/peace building. Nonviolent Peace Force and GMU planned ways to improve communication among the various NGOs working in the region, to get them to share analysis to plan work with more knowledge of each other’s efforts.

In 2012, HICD PLUS supported **the Partnership Fund of Georgia** by arranging for the Fund’s CEO and Deputy CEO to attend a training course in private equity. HICD PLUS subsequently located and funded a two-day training course in London in September. HICD PLUS made the course arrangements and paid the course fees, while the Partnership Fund paid for the participants’ travel and accommodation.

In 2012-2013, HICD PLUS assessed the practices and capacity of **the Ministry of Internally Displaced Persons from Occupied Territories, Accommodation and Refugees (MRA)** to resettle Internally Displaced Persons (IDPs). The goal of the assessment was to help the MRA improve its ability to properly conduct temporary and final IDP resettlement and to support a planned USAID program to rehabilitate IDP housing.

**The National Center for Education Quality Enhancement (NCEQE)** carries out institutional and program accreditation in higher, vocational, and gen-

eral education institutions in Georgia. In December 2012, HICD PLUS conducted a feasibility study for NCEQE. The organization developed a database to manage information related to the management of the educational system. The information within the database is electronically shared with different agencies, ministries, and other relevant centers. NCEQE’s management wanted to expand the database and make it more informative and easy to access, with expanded functionality and linkages to other institutions.

Jerry Henzel, an international information technology advisor, conducted a feasibility study to assess NCEQE’s concept and determine its viability, scope, sequencing, timeframe, and other details. His final report recommended a specific software development methodology that was deemed most suitable for the dynamics of Georgia, and included specific recommendations and estimates on the project’s timeframe, budget, and required team member qualification and skills.

**The Georgian Evaluation Association (GEA)**, founded in 2008, focuses on promoting the use of evaluation in decision-making. It seeks to establish an institutional system of evaluation, promote the professional growth of members, develop and institutionalize evaluation standards, establish an evaluators’ Code of Ethics, enhance public awareness of the process of evaluation, and increase public support for the evaluation process.

HICD PLUS’s activity focused on helping GEA conceptualize and design a membership recruitment effort. HICD PLUS, through its short-term consultant Elissa Myers, prepared a final report for GEA in September 2013 that included the following:

- Recommendations on a new mission statement, potential new members, and membership benefits, policies, and procedures.
- A five year plan.
- Database management principles.
- A proposed membership campaign.
- A sample budget.
- Recommendations on how to harness social media.
- Sample by laws.

In November 2012, HICD PLUS conducted an institutional assessment for two newly established think tanks: **Georgia's Reforms Associates (GRASS) and the Georgian Institute for Strategic Studies (GISS)** both of which were founded shortly after the October 2012 parliamentary elections by former public officials.

Rebecca Sherwood, a capacity building specialist hired by HICD PLUS, conducted an assessment that focused on four key areas: governance, finances, communications, and fundraising. She produced a report for each think tank in January 2013 that included a prioritized list of action items and/or need areas for both organizations, with a particular emphasis on finance and accounting, communications, grant-writing/fundraising, and organizational structure.

She also developed numerous tools customized for each organization, such as organizational charts, job descriptions, illustrative monitoring and evaluation plans, sample budgets, and codes of ethics. More than just mere recommendations, these tangible tools helped launch GRASS and GISS from concept to reality and set them on the path to deliver their mission.

HICD PLUS contributed to the **Ministry of Education and Science (MOES)** by providing two technical assistance programs. First, we supported the Ministry to improve its research policy planning and assessment mechanism. The project contracted an international Ph.D. research specialist, Karim Medjad, to lead and guide the research analysis on behalf of the Ministry. MOES provided a team of Georgian researchers who conducted most of the data collection and analysis. The research team prepared the snapshot report, offered recommendations and guidance on how best to address the challenges, and proposed several potential models for research evaluation in Georgia to the Ministry.

Later, in 2015, HICD PLUS supported the Ministry's efforts to improve its system of school textbook provision. The project hired two experienced consultants, Vincent Bontoux and Tinating Bolkvadze to address several areas including (i) enhancing guidelines, evaluation criteria, and evaluation processes; (ii) setting clear legal terms of title to intellectual property; and (iii) supporting strategic approaches to the textbook provision process.

In July-August 2014, HICD PLUS helped the **Minis-**

**try of Finance (MOF)** advance its calculation methodologies for a variety of indicators, including forecasting inflation, GDP growth rate, and export and import equation.

The MOF is the governmental agency responsible for regulation of financial sector in Georgia, and tax forecasting is one of its primary functions. The Ministry wanted to improve its fiscal and monetary prognosis techniques. To address this constraint, HICD PLUS provided a highly experienced advisor, Dr. Mitch Mokhtari, who has more than 20 years of economic development and international experience in more than 15 countries. Dr. Mokhtari worked with the fiscal forecasting department on a daily basis and developed calculation variables for several indicators and provided valuable recommendations on setting up and electronic forecasting system.

**The Georgian Revenue Service (RS)** supports business in Georgia by establishing a fair, simple, and reliable tax administration system. Its mission is to establish a transparent tax system and provide competent services and consultations to taxpayers.

The RS has recently embarked on a wide-ranging project to reform its audit department. It officially announced that alternative audits will be discontinued and that all audit services will be performed by designated RS auditors. This major change required the RS to attract and retain high level professionals to achieve the highest standards in tax auditing. The reform's success depends largely on the training and professional development of existing auditors and new hires. HICD PLUS, through its training consultant Naira Kharkheli, supported RS in training 100 existing and 58 newly recruited auditors. The eight-month program has trained existing staff in International Financial Reporting Standards (IFRS), and has trained newly recruited employees in financial accounting and business taxation and IFRS.

Finally, HICD PLUS supported the Tbilisi Municipality's initiative to develop efficient **Homeowners' Associations (HOA)** in Tbilisi. During the two-component program, the project assisted the municipality in developing strategies and analyzing legal issues related to HOAs. This was followed by series of training of trainers (TOTs) for around 500 trainers hired by the Municipality to work with HOAs on such issues as condominium planning and management, fundraising, housing maintenance, and the like.



The Georgian Logistics Association (GLA) team after a brainstorming session. Ten organizations have joined GLA since HICD PLUS assistance formally ended in the summer of 2014, tripling its membership.

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# BUILDING PERFORMANCE MONITORING CAPACITIES THROUGH THE PERFORMANCE MONITORING AND EVALUATION SYSTEM

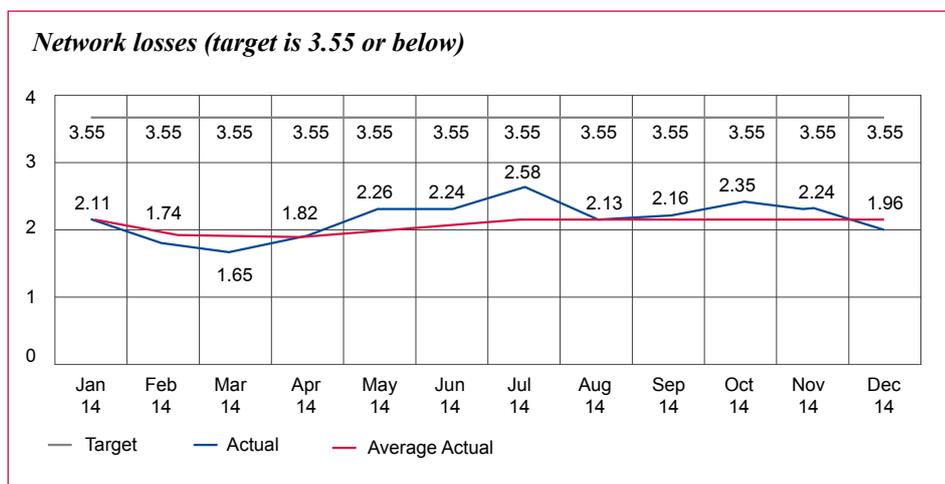
The Performance Monitoring and Evaluation System (PMES) is a custom-designed, web-based system developed by HICD PLUS that enables the project’s partner institutions to regularly and easily monitor their institutional performance by tracking the change of key indicators over time. Indicators are selected by the partner institution and are useful metrics by which that institution can measure its performance. The system is based on open-source technology, so that the partner institutions have complete ownership of the system and do not have to pay licensing fees. HICD PLUS worked closely with each partner institution to institutionalize the PMES into its daily operations.

In Years 2 and 3, the project’s monitoring and evaluation (M&E) specialist worked with the GMA and GSE to institutionalize the PMES for them. This included working with GMA to finalize primary and secondary data collection methods for its KPIs and working with GSE to finalize its KPIs and operational indicators to enter them into the PMES. HICD PLUS

also made several updates to the PMES based on lessons learned over the past two years of use. These updates enhance the system’s functionality and allow it to be more user-friendly.

The graph below – taken from the PMES that HICD PLUS developed – shows GSE’s network losses throughout 2014.

The PMES is considered institutionalized if the partner institution meets the criteria set in the assessment tool completed at the end of the HICD intervention. The assessment tool is a five-item instrument, completed by the M&E specialist, which captures how recipients are using the PMES as a management tool and measures the frequency and accuracy of data entry, data analysis, and/or evidence of revised procedures or practices resulting from analyzed data. The project determined that GMA had met the criteria for institutionalizing the PMES in the fall of 2013; GSE met these criteria in May 2015.





Participant of the Leading Through HICD training program, writing on the board.  
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## LESSONS LEARNED AND RECOMMENDATIONS

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HICD PLUS has not faced any significant challenges during its implementation. At the same time, the project notes several issues that were a factor in project implementation and the steps the project took to address them.

*Educating the community about HICD and the HICD PLUS project.* Knowledge of the HICD model is not widespread within USAID, implementing partners in Georgia, or Georgian partners and stakeholders. Initial requests for project support often emphasized stand-alone training as opposed to more holistic performance improvement activities. Moreover, the design of the HICD PLUS project was somewhat unique, in that the project performed several different types of activities for partners across the technical spectrum. Given these two realities, HICD PLUS encountered some challenges in clearly explaining what the project does and how it can support USAID/Georgia's activities.

The project has found that the best way to overcome this confusion is through direct communication and dialogue with stakeholders. These meetings enabled HICD PLUS staff to discuss proposed partner institutions and helped facilitate the conceptualization and nomination of viable and appropriate activities. These meetings also helped educate stakeholders about the distinction between training and institutional performance improvement.

As an additional tool, HICD PLUS developed a five-minute video designed to help educate viewers on the HICD model and the ways the HICD PLUS project can support the USAID/Georgia Mission. The video can be viewed on the project's YouTube site at <http://www.youtube.com/watch?v=Cwb5MltaXq4&feature=youtu.be>

*Navigating elections and maintaining buyin.* The October 1, 2012 Parliamentary elections led to a new Government in Georgia and to leadership and staffing changes across the GOG, including in several of HICD PLUS's partner institutions. HICD PLUS

quickly met with new staff, explained the activities that were underway, and secured their support. In nearly every situation, project activities continued unaffected and the new leadership expressed full support for project work.

Staffing changes are a constant reality in any transitional country, particularly in the politically appointed leadership ranks of government institutions. Frequent and earnest communication is crucial to building and maintaining support, as is ensuring that any capacity building program reflects the partner organization's institutional goals. True capacity building is not something that can be done to an organization. To be successful and sustainable, it must be done with them.

*Continuous follow-up and engagement.* Making meaningful performance improvements in an organization takes time. Although some actions (such as automating a previously manual process) can yield quick results, institutional-level changes are often not seen until weeks, months, or sometimes even years later, as the changes put in place filter throughout the organization. Organizations often need continuous support as they roll out changes and deal with the inevitable questions and problems that arise.

Both these realities mean that the partner organizations needed engagement after the conclusion of our formal projects with them. For example, several HICD PLUS activities were designed so that we delivered action plans or recommendations to our partner organization, and the onus was on the partner organization to implement them. The project did not simply walk away, however. HICD PLUS remained engaged with the organization to ensure that the solutions we proposed were indeed working and to provide technical assistance when necessary. In so doing, the project helped ensure the sustainability of USAID's investment. This engagement was also necessary to capture the impact that is often felt as the solutions begin to produce measurable performance improvements.

# HICD PLUS LIFE-OF-PROJECT KEY RESULTS

28	Number of civil society (other) organizations using USG assistance to improve internal organizational capacity.	2	NASP's average length of transactions for the privatization of real estate and mobile property through auctioning decreased by approximately two weeks as a result of business process optimization under the technical assistance program.
477	Number of persons completing USG-funded workforce development programs.	10	Number of organizations that joined GLA since the HICD PLUS assistance formally ended, tripling the association's membership.
15	Number of public/government institutions receiving HICD or Technical Assistance.	10%	The rate of abandoned calls was cut from 44% to 10% as a result of the technical assistance intervention to MOLHSA.
83%	Percentage of local service providers completing the HICD PLUS training program.	28.6	The average call waiting time decreased from 44 to 28.6 seconds, as a result of the technical assistance intervention to MOLHSA.
145	Number of persons processed through Participant Processing Services.	24	Number of GOGC's business processes reengineered as a result of the HICD program.
100%	Satisfaction with Participant Processing Services.	125	Number of people trained by MOEP's Environmental Information and Education Centre using the knowledge and skills as well as the training modules developed under the technical assistance program.
86%	The ROI for the HICD program for GSE. A ROI of 86 percent implies that for every 1 GEL spent on the program, there is GEL 1.86 in benefit.	1305	Number of books entered into Finance Academy's new Library Management System.
250,000	GMA members' number of borrowers; the number increased from 143,000 to 250,000, representing 75 percent of the total microfinance sector.	2	NCDC hired two logistics experts in May 2015, which is a first step toward implementing the recommendations of the assessment report developed under the technical assistance program. The two experts will follow the proposed roadmap to help optimize NCDC's supply chain.
100%	Percentage of GMA's members who signed the Code of Ethics.	19,880	Grant Applications Processing Unit saved MOC staff time, which can be translated to roughly GEL 19,880 saved on a monthly basis.
9	Number of new members for GMA after the HICD intervention, doubling the association's membership.		
\$160,000	GARB made its first-ever advertising sales, earning more than \$160,000 in revenue in only a few months.		
\$200,000	Direct advertising revenue for the regional broadcasters.		
100%	Percentage of institutional functions of services for which business process maps and SOPs are developed at NASP.		



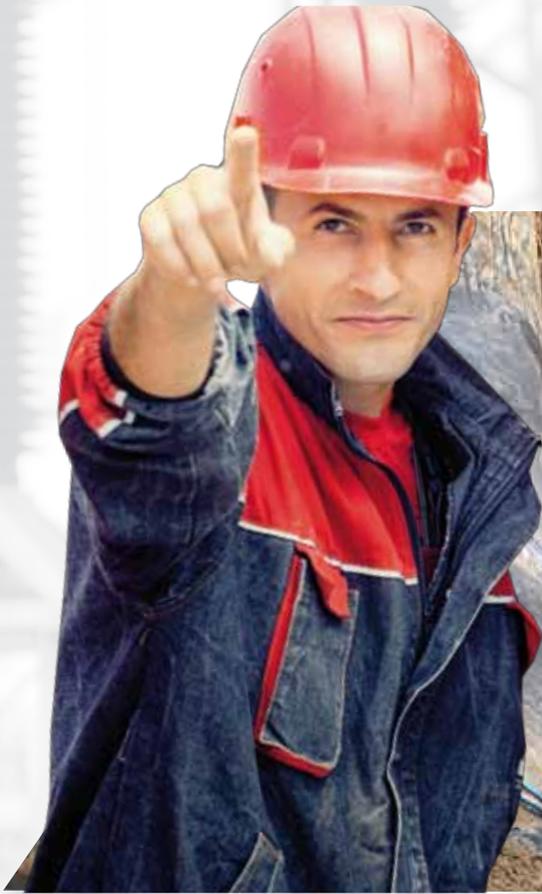
Students of the Academy of the Ministry of Finance gathered in the library after a training session. With the support from HICD PLUS, the Academy now has a fully functional automated library management system.  
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Carol M. Panza, President of the Executive Board of the International Society for Performance Improvement's Europe, Middle East, and Africa (ISPI EMEA) chapter, welcoming participants of the 11<sup>th</sup> Annual Conference in Tbilisi hosted by HICD PLUS.

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