

# EVALUATION SUMMARY



## Bureau of Educational and Cultural Affairs Office of Policy and Evaluation

### An Independent Evaluation of the Georgian Institute of Public Administration

*The purpose of the evaluation was to assess whether the Georgian Institute of Public Administration (GIPA) has been successful in meeting its goals of improving the effectiveness of public administration in Georgia and enhancing the general respect for public service by educating a cadre of public servants in a western-style master's program in public administration.*

#### Key Findings

- **GIPA is producing graduates who are putting their training to use in the public sector**
  - Despite poor salaries, political instability, and the attendant frustrations of reform, more than two-thirds of the alumni are working in the public sector: 27% are working for the federal government, 20% are working for international assistance agencies, and 7% are working for Georgian NGOs.
  - GIPA graduates seem to change jobs every couple of years. Despite changes in jobs, most alumni seem to stay in the same field where they began (e.g., health, energy, finance). Significantly, there also appears to be movement into the public sector from the private sector, rather than vice versa.
- **GIPA has developed a reputation for excellence**
  - All students participate in an internship at the end of their program. Internship hosts like to have students at meetings with foreigners because their GIPA training allows them to act not only literally as translators, but also as cultural translators of concepts and priorities.
  - Of the graduates who completed internships by the time of the survey, 29% were offered permanent employment by their internship hosts.
  - Visiting American faculty report that teaching at GIPA is among the most rewarding teaching experiences of their careers.
  - Alumni are highly sought after; 41% say that their training was the critical factor in getting their new job or promotion. Half report that the positive impact of their training on their career opportunities exceeded their expectations.
  - The Institute has an extremely proactive outreach strategy, organizing guest speakers, conferences, and workshops.

**Project Information:** Lehmann Surveys & Research conducted the evaluation from November 2000 to September 2002. In May and June of 2001, the evaluators visited Georgia, where they administered face-to-face structured interviews with alumni and current students, hosted a series of focus groups with alumni and students, and conducted in-depth interviews with key faculty, administrators, and public officials highly placed in public administration and familiar with the Institute. During this same time, American faculty members who had taught at the Institute were surveyed by mail. One hundred and eight alumni and students from the 1995-2001 cohorts and 16 former faculty responded, for response rates of 82% and 65%, respectively.

**Program Information:** The Georgian Institute of Public Administration (GIPA) was founded in 1993 with the goals of improving the effectiveness of public administration and enhancing the respect for public service by educating a cadre of public servants in public administration. GIPA offers a nine-month master's degree in public administration to those who hold a bachelor's degree and possess sufficient fluency to take the course of study in English. The program is modeled after the Maxwell School of Public Administration at Syracuse University, with courses running consecutively in three-to-four week blocks. The program consists of a core curriculum, taught by American faculty, supplemented by short courses, focused on Georgian-specific issues and taught by Georgian faculty. In addition to completing their coursework, all students participate in a month-long internship. Between 1995 and 2001, 218 students completed the program.

**Contact Information:** For more information regarding this evaluation or to request a copy of this report, please contact the Office of Policy and Evaluation at (202) 632-6325, by email at [ECAevaluation@state.gov](mailto:ECAevaluation@state.gov) or by mail at State Annex 5, 2200 C Street NW, Washington, DC 20037.