

Dr. Hans Gutbrod

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Tbilisi, Georgia

Professional Experience

Lecturer

Ilia State University, 2018 – ongoing; Associate Professor

Ctr for Peace & Conflict Studies, Seton Hall University; Senior Fellow

Academic Fellowship Programme (AFP), Tbilisi State University, Georgia; 2004-2005

Civil Education Program (CEP), 1999-2000

- Policy Studies (Ilia State University), taught students and published policy-relevant pieces in various outlets, often together with students (since 2018).
- Contributed to developing master's program at Center for Social Sciences, Tbilisi State University (2005).
- Co-founded "Works-in-Progress" seminar series in Tbilisi, now running 10+ years. Led pilot efforts to innovate teaching and research in social sciences.

Consultant

Various institutions and organizations; 2000 – ongoing

- Regional Representative Caucasus for Berlin Economics, economic policy (ongoing).
- Evaluation / data collection project for DGAP, Germany Council of Foreign Relations (ongoing)
- Developing strategy for Policy Institute of International School of Economics think tank in Tbilisi (February-June 2020; update May 2021, follow-up trainings 2023).
- Analysis on how governments use accountability arguments to roll back NGOs; Transparency & Accountability Initiative/ joint effort by Hewlett, Ford, Open Society Foundations, Omidyar, DfID (2017-2018).
- Strategy retreats for American Chamber of Commerce (AmCham) Georgia (2017, 2019, 2021)
- Consultant for Yemen survey project (August 2019, ongoing).
- Training for OSCE Project Office in Kyiv, Ukraine (June 2019).
- Mid-term evaluation for GIZ on DCFTA consulting centers in Georgia (2017-2018).
- Attitudes towards Civil Service Reform research project, lead writer, for NATO Liaison Office and Civil Service Bureau Georgia (2017).
- Evaluation of Ministry of Finance of Georgia processes and organization, SWOT analysis (2016), lead.
- Training for senior civil servants in Georgia, via NATO Liaison Office (2016).
- Strategy consulting for WEG think tank in Georgia (2016-2018).
- External reviewer for IREX University Management Fellowship (since 2010).
- Workshop for Policy Leaders Group for The Asia Foundation, Timor-Leste (2014).
- Contributor to Central Asian Research and Training Initiative (CARTI) by Open Society Institute (until 2012).
- External Reviewer for Volkswagen Foundation, on higher education projects.
- Conducted staff development workshops for university lecturers in Georgia, Armenia, Azerbaijan, Montenegro, Romania, Kyrgyzstan, for Open Society Institute.
- Evaluated GTZ Local Governance project (Georgia, Armenia, Azerbaijan).
- Workshops and strategy moderation for UN staff, BP, Transparency International, FCO, WorldVision, National Bank of Georgia & others.

Executive Director

Transparify, January 2014 – ongoing

- First ever global assessment of financial transparency of policy research organizations.
- Rated 150+ institutions worldwide, developed robust and compelling 5-star methodology that was widely adopted.
- Engaged with many leading think tanks worldwide, including institutions with \$30+m in annual funding.
- Through engagement, increased number of highly transparent think tanks by 40%, in four months, in the meantime \$200+m more transparent than before activity.
- Effective use of social media, strong networks, coverage in [NYT](#), uptake by [NYT Public Editor](#), [NPR](#), [FT](#), and many others more, including Namibia, Macedonia and Spain.
- Supported by Think Tank Fund (TTF), Budapest.
- In-depth & demonstrated understanding of governance and transparency issues.

Lead Research & Implementation

Anti-Corruption Commission, Timor Leste; June 2013 – March 2014

- Implemented the first ever survey of major public service institutions of Timor Leste, covering Finance, Education, Health, and several other Ministries.
- Developing targeted instrument, sampling of 29 institutions, methodology for fieldwork (1358 respondents), training team.
- Mentoring team in follow-up data collection, covering questionnaire design, sampling, fieldwork, data evaluation.
- Pioneering advocacy tools to engage ministries and government institutions.

Program Manager/Head

Think Tank Initiative, International Development Research Centre, Ottawa, Canada; July 2012 – February 2013

- Oversaw ongoing effort to support policy-oriented think tanks in the Global South.
- Program funded by Bill and Melinda Gates Foundation, William and Flora Hewlett Foundation, Department for International Development and Dutch Aid.
- Led extension process for African think tanks, including organizations in Burkina Faso, Ghana, Kenya, Senegal and others more.

Regional Director

Caucasus Research Resource Center, Armenia, Azerbaijan, Georgia; 2006 – June 2012

- Transformed institution into the leading policy research center in the South Caucasus, 30+ staff, adding more than 14 full-time staff during tenure.
- Introduced policy research and complex research design to offices. Built clientele and capacity for major research projects from National Democratic Institute (NDI), UNDP, Foreign & Commonwealth Office, DFID, European Union, European Commission Delegation, USAID, Swedish International Development Agency, Swiss Development Corporation, German Technical Cooperation (GTZ), OSCE, Global Development Network (GDN), Transparency International, Danish Refugee Council, American Chamber of Commerce, National Opinion Research Center at the University of Chicago (NORC)/Millennium Challenge Georgia, Casals International, IFES, CARE, Mercy Corps, Saferworld, Conciliation Resources, UNICEF, Georgian and Azerbaijani state authorities, Carnegie Corporation of New York, and others more.
- Overseeing development, design and implementation of 100+ distinct research projects in three countries, evaluations (including \$250+k), policy issues including education, social capital, rule of law, economic development, and political and voting preferences; adding Central Asia and Russia to portfolio.
- Contributed to Millennium Challenge Corporation research, to help determine likely IRR of potential university for Georgia, with specific focus on STEM.
- Cultivating and maintaining extensive senior level cooperation with ministries, international organizations, and embassies to ensure research findings acted on. Research and commentary cited in BBC, Economist, Washington Post, National Interest, and other national and

- international media; regular presentation to international and senior audiences in Washington, D.C. (Carnegie Endowment), London (Chatham House), Brussels, Stockholm, Helsinki, Berlin, Berne. Developed new media tools for outreach.
- Conceptualized and implemented broad research & training fellowship program involving more than 80 researchers; introducing innovations including e-learning modules on Moodle, delivering more than 2.000 hours of instruction online; designed and implemented novel research apprenticeship program for junior scholars.
- Personally fund-raised in excess of \$7.5m (high leverage, median annual salary \$8.500) from more than 30 new donors.
- Co-Founder of TEDxTbilisi, repeatedly putting local voices center-stage.
- Running the Caucasus Barometer, the biggest coordinated annual survey in the South Caucasus with more than 8.000 respondents.

Long-Term Election Observer

OSCE/ODIHR, Georgia; Aug. 2003 – April 2004

- Deployed and coordinated 40 short-term observers (STO), including three ambassadors.
- Contributed disproportionately to ODIHR's report with extensive detail on fraud.
- Observed elections in Azerbaijan (2005), Ukraine (2004), Adjara (April 2004); previously missions in Georgia (1999, 2000), Azerbaijan (2001), Kosovo (2000, 2001).

General Manager, Administrator & Assistant Professor

European College of Liberal Arts, Berlin; July 2001 – April 2003

- Took charge in severe start-up crisis and turned college around; revised strategy; negotiated and executed handover to American foundation to secure long-term funding.
- Liaised extensively with donors & foundations in Germany and internationally; co-raised 650.000 EUR.
- Managed finance, personnel, infrastructure, marketing and legal issues, hiring and overseeing staff, including highly qualified junior academics.
- Prepared launch of innovative full-time program and ran international summer university.
- Taught "Great Ideas" courses on history of thought, and various skills modules.

Officer in Reserves

Bundeswehr, Fallschirmjägerbtl 253, Nagold, 1988-1990; Hauptmann. d.R.

- Two year short-service commission in Germany, part-time participation in British Territorial Army 1991-1994.
- Leadership experience in diverse branches and functions, incl Feldnachrichtentruppe, Division Spezielle Operationen (DSO) and Heeresführungskommando.

Education

Doctorate

International Relations Dept., London School of Economics; 1995-2000

- Dissertation on unintended consequences and moral hazard in humanitarian interventions.
- Teaching assistant, extensive extra-curricular engagement.
- Editorial Board of Millennium, Journal of International Studies.

B.Sc. (Econ) in International Relations

International Relations Dept., LSE; 1991-1994

- First Class Honours (top 6%).
- Additional General Course in Tübingen and Heidelberg 1991, 1994-1995.

Abitur & A-Levels

Kolleg St.Blasien, Jesuit school, Germany; Dover College, England; 1975-1988

Selected Publications

- *Ethics of Political Commemoration: Towards a New Paradigm*, book, with David Wood, forthcoming August 2023, Palgrave, [link](#)
- *Yerevan's Cascade Memorial to Victims of Repression: Returning from Hilltop Marginalization*, Slovo, June 2023, [link](#)
- *The Longest Journey – the Bolnisi Museum*, OC Media, August 2022, [link](#)
- *Briuni or Brijoni – How to Remember Tito on his Luxury Island*, Baltic Worlds, October 2022, [link](#)
- *Just War Theory: The Only Winner Across Four Grim Conflicts*, Opinio Juris, June 2022, [link](#)
- *The Ethics of Political Commemoration: The Stalin Museum and Thorny Legacies in the Post-Soviet Space*, PONARS Policy Memo, March, 2022, [link](#)
- *Russia's Recent Invasion of Ukraine: the Just War Perspective*, Global Policy Journal, March 2022, [link](#)
- *Reframing the Armenia-Turkey Relationship*, Foreign Policy, June 2021, [link](#)
- *Assembling the Moral Puzzle – Just War Tradition and Karabakh*, Global Policy Journal, February 2021, [link](#)
- *Ministers Reflect – Ketil Bochorishvili, MoE 2012-2017*, Civil.GE, June 2021, [link](#)
- *Ministers Reflect – Kaha Baindurashvili, MoF 2008-2011*, Civil.GE, April 2021, [link](#)
- *Ministers Reflect – Tamuna Karosanidze, MoD 2012-2014*, Civil.GE, February 2021, [link](#)
- *Adapting the Congress of Vienna to Karabakh*, Foreign Policy, December 2020, [link](#)
- *Six Moonshot Ideas for Georgia 2030*, Civil.GE, February 2020, [link](#)
- *Distract, Divide, Detach: Using Transparency and Accountability to Justify Regulation of CSOs*, Transparency and Accountability Initiative, 2018, <http://bit.ly/ResilientCSOs-2017Report>
- *Social Capital in Georgia – Four Challenges for Modernizers*, in edited volume, Giga Zedania (Ed.), *Modernization in Georgia, Theories, Discourses and Realities*, Peter Lang, Oxford, 2019, [link](#)
- *Georgian Households: Positive Long-Term Trends, Though Poverty Remains*, Investor.GE, 2018
- for advocacy related materials see www.transparify.org
- side-project to facilitate policy research www.findpolicy.org
- contributor to onthinktanks.org, the leading blog on policy research institutions, with more than 200.000 visits; selected entries:
 - o How the Pandemic is Impacting Think Tanks, [link](#)
 - o Advice to Think Tank Start-Ups: Don't Do It Alone, [link](#)

- How Think Tanks Work: Analyzing Budgets, [link](#)
- How did Leading US Think Tanks Fare in 2012? Analysis by Numbers, [link](#)
- The Brookings Institution: What Do Its Numbers Tell us, [link](#)
- The Case for Data-Focused Think Tanks, [link](#)
- introducing, overseeing and writing the Caucasus' primary research blog, <http://crrc-caucasus.blogspot.com/>, with more than 500 entries, 20+ contributors, and more than 200.000 visitors total; selected entries:
 - Weak State Institutions, Weak Social Capital? [Link](#)
 - Georgian Social Capital in the Media, [link](#)
 - Surveying Corruption? Details Matter, [link](#)
 - Incomplete Big Mac Index for the Caucasus, [link](#)
- overseeing & mentoring more than 80 publications by local researchers, including numerous publications in peer-reviewed journals;
- Editor at Caucasus Analytical Digest, 2011-2012
- *Implausible Incarceration Data needs to be Addressed*, Lancet Global Health, November 2013
- *Climbing the Mountain of Languages: Learning Georgian*, with Malte Viefhus, Caucasus Review of International Affairs, Spring 2010
- *Handbook for Professional Communication*, written for transition and developing context. Published in in seven countries: Russia (Wolters Kluwer), Georgia (Sani), Bulgaria (Ciela), Mongolia (Academy), Armenia (Yerevan State University Press), Ukraine (Mohyla Academy), Nicaragua.
- *Euphorie in Georgien* [Georgian attitudes to Europe], with Martin Müller; *Europa Regional*, 17 (2009) 4,
- *Georgian Attitudes to Russia: Surprisingly Positive*, with Nana Papiashvili, Russian Analytical Digest, December 2009
- "Is Georgia a Democracy Now?" – *Views of the Georgian Electorate*, with Koba Turmanidze, in: Adam Hug (Editor): *Spotlight on Georgia*, Foreign Policy Centre, 2009
- *Opinion Surveys and Exit Polls in Georgia 2008: Lessons Learned*, OSCE Publication, Tbilisi, 2009
- "The Syllabus as Contract, Strategy and Hypothesis" – working paper for Tbilisi State University, 2005
- "Assessment Methods: an Overview for Georgian Practitioners" -- working paper for Tbilisi State University, 2005
- "Teaching how to make balanced judgements: lessons learnt in Georgian Universities"; book section, in: Andreas Umland (Ed.): *Hochschulen in den postkommunistischen Staaten*. Frankfurt, Peter Lang Verlag, 2004
- Report on experiences of setting up Germany's first Liberal Arts College, published with CHE, Germany's main higher education research institute; 2003 (German)
- Practical Training Article, *Training and Management Development Methods*, June 2001

- Book Reviews in *Millenium*, regular smaller articles; journalistic pieces, including pieces on Karl Popper's philosophy (German&English)

Languages & Skills

Native-level: German & English

Intermediate: French, Georgian, Portuguese (native, little practice), Russian

Advanced budgeting with MS Excel; database setup and handling with MS Access; SPSS; familiarity with most major learning softwares

References from leading foundations, policy researchers and think tanks available on request