

**ADDENDUM NO 2 TO CONTRIBUTION AGREEMENT NO
ENI/2019/409-831**

The European Union, represented by the European Commission, B-1049 Brussels, Belgium, itself represented by the Delegation of the European Union to Georgia, 64b Chavchavadze Avenue, 0179 Tbilisi, Georgia, (the “**Contracting Authority**”), first counterparty,

and

The United Nations Development Programme (UNDP)

International Organisation,

One United Nation Plaza, New York, N.Y. 10017,

hereinafter the “Organisation,

second counterparty, (hereinafter the “**Organisation**”) have agreed as follows:

The following provisions of the Contribution Agreement “*Consolidating Parliamentary Democracy in Georgia*” concluded between the Contracting Authority and the Organisation on 06/11/2019 (the ‘Agreement’) are hereby replaced/supplemented as follows:

Article 2 – Entry into Force and Implementation Period

2.3 The Implementation Period of the Agreement is 40 months.

Article 6 – Annexes:

The new version of Annex I: Description of the Action (including the Logical Framework of the Action) is attached to this addendum.

The new version of Annex III: Budget for the Action is attached to this addendum.

All other terms and conditions of the Agreement remain unchanged. This addendum shall form an integral part of the contract and it shall enter into force on the date when the last Party signs.

Done in Tbilisi, Georgia in two originals in the English language, one for the Contracting Authority and one for the Organisation.

For the Organisation

Name: *NICK BERESFORD*

Position: *RESIDENT REPRESENTATIVE*

Signature: *[Handwritten Signature]*

Date: *3.11.22*

For the Contracting Authority

Name: Pawel *HERCZYNSKI*

Position: Head of Delegation

Signature: *[Handwritten Signature]*

Date: *31/10/22*

WJ

ANNEX I - THE ACTION

SUMMARY

Title

CONSOLIDATING PARLIAMENTARY DEMOCRACY IN GEORGIA

Location(s)

GEORGIA

Cost of the action and amount requested from the Contracting Authority

Total cost of the action (A)	Amount requested from the Contracting Authority (B)	% of total eligible cost of action (B/A x 100)
1,665,000 EUR	1,500,000 EUR	90.09%

Strategy

Total duration of the action	40 months
Objectives of the action	<p>Overall Objective: Democratic governance in Georgia improved</p> <p>Specific Objectives:</p> <ol style="list-style-type: none"> 1. Evidence-based policy and law-making processes strengthened in the Parliament 2. Parliament’s capacities for the Government oversight increased 3. Enhanced public engagement in parliamentary processes through promotion of participatory democracy and open governance principles 4. Improved institutional effectiveness and efficiency through strategic planning and capacity development initiatives 5. Improved institutional framework and strategic planning at the Supreme Council of Ajara (SCA) 6. Framework for implementing open governance reforms in the SCA introduced
Executive Agency	United Nations Development Programme (UNDP)
Responsible Parties / Grant Beneficiaries	Westminster Foundation for Democracy (WFD) Institute for the Development of Freedom of Information (IDFI)
Target group(s) ¹	Members and Staff of the Parliament of Georgia; Members and Staff of the SCA

¹ “Target groups” are the groups/entities who will be directly positively affected by the project at the Project Purpose level – See paragraph 2.3 in Section II for the list.

Final beneficiaries ²	Members and Staff of the Parliament of Georgia; Members and Staff of the SCA; civil society; media; youth; public at large
Results	<ol style="list-style-type: none"> 1. Strengthened parliamentary performance in the new context of constitutional and legislative framework 2. Improved institutional performance of the SCA
Main activities	<p><i>Objective 1.1: Evidence-based policy and law-making processes strengthened in the Parliament</i></p> <ol style="list-style-type: none"> 1.1.1 Support the Development of Parliament’s Policy Making Capacities 1.1.2 Provide Support to Parliamentary Committees and Thematic Rapporteurs 1.1.3 Strengthen Parliamentary Research Centre <p><i>Objective 1.2: Parliament’s capacities for the Government oversight increased</i></p> <ol style="list-style-type: none"> 1.2.1 Facilitate the process of Thematic Inquiries and Post-Legislative Scrutiny (PLS) across Parliamentary Committees 1.2.2. Improve collaboration between the Parliament and Independent State Institutions 1.2.3. Increase the oversight powers of the Parliament during the State of Emergency <p><i>Objective 1.3: Enhanced public engagement in parliamentary processes through promotion of participatory democracy and open governance principles</i></p> <ol style="list-style-type: none"> 1.3.1 Support the Parliament in the implementation of Legislative Openness Reforms 1.3.2 Support improvement of the Parliament’s communications and citizen engagement capacities 1.3.3. Facilitate introduction of Post-2024 constituency outreach framework 1.3.4 Develop a Civic Education Module about the Parliament of Georgia <p><i>Objective 1.4: Improved institutional effectiveness and efficiency through strategic planning and capacity development initiatives</i></p> <ol style="list-style-type: none"> 1.4.1 Provide on demand institutional and capacity building support to the Parliament’s administrative and committee staff 1.4.2 Facilitate the Introduction of Business Continuity Management (BCM) system and capacities 1.4.3 Provide support in Post-2020 Parliament Reform 1.4.4 Support in the Enhancement of Parliamentary Diplomacy system and capacities <p><i>Objective 2.1: Improved institutional framework and strategic planning at the SCA</i></p>

² “Final beneficiaries” are those who will benefit from the project in the long term at the level of the society or sector at large.

	<p>2.1.1 Support the SCA in strategic planning process</p> <p>2.1.2 Facilitate the implementation of institutional reforms and capacity building of the SCA</p> <p><i>Objective 2.2: Framework for implementing open governance reforms in the SCA introduced</i></p> <p>2.2.1 Support the SCA in promoting the open governance principles</p> <p>2.2.2 Provide capacity building support to the local civil society on open governance</p>
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Description of the Action

GEORGIA

Project Title: Consolidating Parliamentary Democracy in Georgia

Implementing Partner: Parliament of Georgia

Executive Agency: UNDP

Brief Description

Georgia made some significant amendments to its constitution in 2017 becoming a parliamentary republic by the end of 2018 when the constitution predominantly entered into force after presidential elections. The role of the Parliament has consequently increased, particularly vis-à-vis the Government which has become more accountable toward the legislative branch. This has been further secured through the reform of the Parliament's Rules of Procedure in 2018 which expanded parliamentary functions and introduced new and effective mechanisms for exercising the legislative, oversight and representative functions by the Parliament. To realize its new potential the Parliament will need to substantially enhance its institutional functioning and capacities to efficiently apply the new mechanisms into practice. Building on the success of the previous EU-funded and UNDP-delivered parliamentary support initiative, the new project will focus on consolidating the new system of parliamentary democracy in the country in line with the institution's development strategy developed with the assistance from the EU-UNDP project. The new initiative will support specific strategically important reforms aimed at ensuring sustainable institutional development and national ownership. In addition, a smaller component will be devoted to extending the strategic development approach to Ajara legislature – the Supreme Council of the Autonomous Republic of Ajara. The support to the Supreme Council will leverage on the development work conducted with the Parliament of Georgia and the tools and capacity building activities will be shared between the two institutions, leveraging additional value from the project resources.

Total resources required:		EUR 1,665,000
Total resources allocated:	EU:	EUR 1,500,000
	Parliament:	EUR 148,636
	Ajara Supreme Council:	EUR 16,364
	In-kind contribution (Parliament): In-kind contribution (SCA):	Project Office in the Parliament Palace Project Office in the SCA building

List of Abbreviations

AA	Association Agreement
AP	Action Plan
BCM	Business Continuity Management
CIB	Comprehensive Institution Building
CSO	Civil Society Organization
DCFTA	Deep and Comprehensive Free Trade Area
EPD	European Partnership for Democracy
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GRF	Governance Reform Fund (of UNDP)
GYLA	Georgian Young Lawyers' Association
IDFI	Institute for Development of Freedom of Information
IPU	Inter-Parliamentary Union
IRP	Institutional Reform Plan
LABCoN	Legislative Assemblies Business Continuity Network
LEPL	Legal Entity of Public Law
M&E	Monitoring and Evaluation
MP	Member of Parliament
NDI	National Democratic Institute
NGO	Non-Governmental Organisation
OGP	Open Government Partnership
PAR	Public Administration Reform
PLS	Post-Legislative Scrutiny
PMO	Parliamentary Monitoring Organization
RoP	Rules of Procedure
SBAA	Standard Basic Assistance Agreement
SCA	The Supreme Council of the Autonomous Republic of Ajara
SDGs	Sustainable Development Goals
SDP	Strategic Development Plan
UNSMS	United Nations Security Management System
USAID/GGI	United States Agency for International Development / Good Governance Initiative
WFD	Westminster Foundation for Democracy

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I. THE DEVELOPMENT CHALLENGE

1.1. Constitutional Reform of 2017 and Revised Rules of Procedure of the Parliament of Georgia

With the inauguration of the new President of Georgia on 16 December 2018, the constitutional amendments of 2017 entered into force, completing the country's evolution from a semi-presidential to parliamentary system of governance. Reflecting the move to a parliamentary system, presidential powers have been further limited, a process that began with the 2010 constitutional changes. The President remains the head of state, while the Government acts as the supreme body of executive power. Starting from 2024, the President will be elected through indirect elections by a College of Electors composed of 300 members, including Members of Parliament (MPs) and local and regional government representatives.

The Parliament of Georgia is the highest representative body determining the country's main domestic and foreign policy directions, exercising law-making and government oversight powers. It is a unicameral chamber elected every four years, consisting of 120 proportionally elected members and 30 members elected by a majoritarian voting system.

Under the Constitution, from 2024, the Parliament will be elected through a fully proportional system with a 5% threshold, which would allow for a more politically balanced representation in the Parliament.

Under the constitutional amendments, the role of the Parliament has consequently increased, particularly vis-à-vis the Government which has become more accountable toward the legislative branch. The Prime Minister and Government ministers are obliged to regularly report to the Parliament, and the procedure for declaring a vote of no confidence has been simplified. Rights of the parliamentary opposition have also increased, including the possibility to establish an investigative commission as well as the right of at least six MPs to question Government ministers during an interpellation hour.

To align with the new constitutional framework and expanded role of the Parliament, in 2017 the Parliament of Georgia launched a comprehensive revision of its Rules of Procedure (RoP). After extensive consultations with different stakeholders, including civil society, the new regulations were adopted on 6 December 2018.

As a result of the reform, the RoP introduces effective mechanisms to improve the Parliament's law-making and oversight functions, and increase accountability and citizen engagement in legislative processes. Among many tools introduced by the RoP, the following are of the most transformative nature:

- Thematic rapporteurs are to be appointed within committees to divide and focus work, allowing for more detailed and efficient performance of committee functions;
- Committees are obliged to produce annual action plans and annual reports to promote transparency and accountability of their activities;
- Important mechanisms such as thematic inquiries and Post-Legislative Scrutiny (PLS) significantly transform and strengthen the oversight activities of the Parliament and ensure close monitoring of government activities, including through engaging civil society and citizens in the process. Along with the committees, permanent parliamentary councils now also have the right of conducting thematic inquiries further strengthening their oversight role and capacities;
- Parliament's role in security sector oversight is also enhanced through expanding the mandate of a special Trust Group formed under the Defense and Security Committee.
- Any group of at least 300 citizens can now submit electronic petitions and initiators of draft laws can also collect signatures electronically (at least 25,000) to support their initiative.

With the reformed RoP in place, it is important that the new regulations do not remain on paper, but are institutionalized across the Parliament and consolidated to ensure sustainability of results, strengthening of institutional capacities and enhancing public image and trust towards the Parliament.

It shall be also noted that by the next parliamentary elections, another set of RoP amendments are envisaged, including those that will be conditioned by further constitutional amendments that enter into force in 2020. Some of the planned changes will alter committee structure to align it with the Government ministries, abolition of majority-minority groups, and limiting each political group to one parliamentary faction. Hence, another review of the RoP coupled with the assessment of the effectiveness of the already enacted provisions ('lessons learned') is to be recommended before adoption of these further amendments to the RoP.

1.2. Institutional Reform Plan (IRP) of the Parliament of Georgia

The IRP of the Parliament of Georgia was adopted by the Bureau of the Parliament in May 2016, covering the period from 2016 to 2018. Its objective was to provide a framework for the strengthening of the Parliament to become a strong institution reflecting the best traditions of European and Georgian parliamentarism. The IRP was developed in the context of Georgia's commitment to integrate with the European Union; its goals also fit with Georgia's transition to a parliamentary republic. The plan contained a diagnostic of the strengths and weaknesses of the Parliament, and a roadmap for reform with four strategic solutions, eight strategic objectives and twenty priority action areas defined.

According to the IRP progress review of December 2018,³ there has been an overall strong progress in implementing the Plan with full or partial completion of 16 out of 20 main objectives. Impressive results were reached in improving the transparency and efficiency of the law-making processes, whereas relatively limited progress was identified in parliamentary communications, and staff capacities to meet the Parliament's needs.

In light of IRP progress and challenges, and particularly the new status and powers of Parliament, the IRP was extended to 2020, with a revised Action Plan emphasizing 1) achievement of the objectives that are lagging behind, and 2) alignment of reforms to support the expanded mandate of the Parliament. The plan also took into account some of the findings of the Parliament Self-Assessment exercise undertaken in summer 2018.⁴ However, the political crises which was followed by the outbreak of the Covid-19 pandemic prevented the Parliament to adopt and implement the revised plan. At this stage, it is important to develop a similar document for the 10th parliamentary convocation. It will be essential to coordinate the process across the institution at the highest level of the parliamentary administration, with political support of the parliamentary leadership, and the engagement of all political forces through the Parliament Bureau. At the same time, the Parliament requires strengthening of its human resources to be able to carry out Institutional reforms. In some cases, external support, bringing in international best practices, particularly from the European Union member states, would be critical to achieve the set objectives.

1.3. Open Parliament and Citizen Engagement

The Parliament of Georgia continues to be at the forefront of legislative openness reforms in the region and beyond; it is widely recognised as one of the leading parliaments in the world in this sphere.

Since its engagement in the Open Government Partnership (OGP) initiative, the Parliament of Georgia has developed three openness action plans (2015-2016; 2017 and 2018-2019), and has been efficient in

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implementing its commitments. In numbers - 98% of commitments under 2017 Open Parliament Action Plan have been implemented (out of 24 commitments, 23 were fully and 1 - partially implemented⁵). The third – 2018-2019 Action Plan was adopted in June 2018 and its implementation is progressing as planned.

As the result of the above reforms, the Parliament has become more open towards the public and its transparency level has increased, citizen participation in legislative processes has been promoted through various engagement tools and several measures have been institutionalized to enhance parliamentary accountability.

Considering the overall success of the country in OGP initiatives, in September 2017 Georgia was elected as an OGP Chair and in July 2018 hosted the OGP Global Summit.

Despite the above achievements, Parliament faces challenges with low public awareness of all those initiatives and citizen engagement tools that have been introduced up to now, as also demonstrated in the Parliament of Georgia Self-Assessment Report⁶ published in October 2018. This consequently limits public participation in the legislative processes and the optimal use of available resources. Hence, the Parliament should enhance its communications activities and outreach to different groups of society, including the most vulnerable and hard to reach groups.

With this objective and responding to one of the commitments of the 2018-2019 Open Parliament Action Plan, the Parliament established a Citizen Engagement Centre to allow for greater public engagement in parliamentary process. The Centre which also includes Citizen Reception Hall requires comprehensive institutional and capacity building support to develop into an effective and efficient communications platform between the Parliament and citizens, encouraging citizens to actively use the engagement tools to promote participatory democracy and greater parliamentary accountability.

In the 'transitional' period, i.e. when the 10th convocation of the Parliament is elected and the Permanent Parliamentary Council on Open Governance is newly formed, considerable focus will be required to building knowledge and capacities of the new Council members (MPs) to maintain and further implement legislative openness reforms as well as remain committed to OGP values and principles.

1.4. Organizational Development and Administrative Strengthening

The Parliament has received considerable donor support over the years to support its organizational development and build capacities – both of administration and committee staff; although as the general observations within the Parliament suggest, there is a considerable imbalance between those capacities, with the committee staff generally lagging behind and with a variable progress from department to department within the Parliament.

The positive developments brought by the constitutional and RoP reforms also raise challenges. Parliament's recent accomplishments have been led by reform-minded MPs and reform initiatives have not always been fully integrated into the overall functioning of the institution. This can explain the somewhat patchy reform progress in parts of the administration, and the tendency for democratic innovations to be concentrated in certain domains, such as openness and transparency, and the work of certain committees, with a risk that the reform champions will get burned out, or that when they move on to new positions, the momentum for reform will be lost. With less than two years remaining in the current Parliament, it is important that the expanded parliamentary role framed by the Constitution and defined by the new RoP

OGP Parliament Council Mid-term Activity Report

⁶ *Parliament of Georgia Self-Assessment Report, October 2018* (USAID, UNDP, IPU, Swedish Government)

should be put into full effect during the present term, forming an operational foundation for the incoming 10th convocation.

The expanded oversight role in particular places a new set of responsibilities and much heavier workload on committees, many of whose staff secretariats require significant capacity upgrading in order to support effective oversight and legislative scrutiny. A new Parliamentary Research Centre, established as a Legal Entity of Public Law (LEPL) on 1 April 2019, will enable the in-depth background research necessary for the Parliament's effective law-making and oversight activities; but to fulfil the mission, the new structure will require considerable developmental support. The existing Training Centre set to operate as a knowledge hub in the Parliament also requires transformational enhancement so that its capacity building training is aligned with, and responsive to the new needs of the institution as well as the training standards required for the civil servants under the Public Administration Reform (PAR).

Apart from the services discussed above, there are areas where progress has been limited, including in human resources management and communications. Both services face challenges that need to be well analysed and comprehensive solutions proposed; otherwise their weaknesses could prevent building proper staffing capacities and improvement of the Parliament's public image – hence risking the institutionalization of those achievements made possible by the new constitutional and legislative framework.

1.5. Role of the Parliament of Georgia in the Implementation of the EU-Georgia AA and UN Sustainable Development Goals (SDGs)

Signed on 27 June 2014, the EU-Georgia AA was ratified on 18 July 2014 and later came into full force on 1 July 2016. The Parliament's role in the implementation of the AA is defined by Articles 410 and 411 of the document which specifies that the Parliament shall exercise oversight over the implementation of the AA, prepare recommendations and present them for execution to the Government of Georgia and respective EU institutions.

In the frames of the EU-UNDP Project – *Strengthening the System of Parliamentary Democracy in Georgia*, the Parliament developed a comprehensive (cross-sectorial) Action Plan of the Parliament of Georgia for the Implementation of the EU-Georgia AA for 2019-2020. The plan determines strategic goals and objectives of the Parliament and provides specific legal approximation and oversight activities that need to be implemented by nine parliamentary committees in the process. The plan also includes the Parliament's strategy and communications action plan for ensuring public outreach during implementation of the AA. The Plan was adopted by the Parliament Bureau on 19 March 2019.

Similar to the AA, the Parliament of Georgia also has an important role in implementing the UN SDGs. The 2030 Agenda recognizes that engagement of national parliaments is essential for the success of the SDGs, as parliaments are in the unique position of representing all geographical areas of the country, different social and ethnic groups, and diverse political viewpoints. It is widely accepted, that parliaments contribute to the achievement of 2030 Agenda mostly through focusing on two specific SDGs, namely:

- SDG 16.6 – Develop effective, accountable and transparent institutions at all levels; and
- SDG 16.7 – Ensure responsive, inclusive, participatory and representative decision-making at all levels.

The SDGs are becoming a topic of high interest among Georgian parliamentarians. The first steps have been already made to lay the groundwork for integrating the SDGs into parliamentary work. In 2015, the Parliament adopted the Joint Declaration on Open Government for the implementation of the 2030

Agenda for Sustainable Development⁷. Later, with the support of the EU-UNDP Project – Strengthening the System of Parliamentary Democracy in Georgia, the parliamentary committees have started to align concrete activities under their action plans with respective nationalized SDGs targets, thereby reflecting close link between national policies and global agenda.

In 2019, as part of its 2018-2019 Open Parliament Action Plan, the Parliament developed the Strategy and Action Plan for the Implementation of UN SDGs. The document covers all constitutional functions of the Parliament and provides specific goals and objectives for streamlining SDGs in law-making, budgetary, oversight and public outreach activities of the Parliament.

The Parliament needs to be prepared and well equipped to effectively implement the above-mentioned action plans, oversee the Government's fulfilment of both the AA and 2030 Agenda for Development and demonstrate its commitment internationally. Apart from receiving expertise in fields related to the AA and SDGs, the Parliament requires support in using new RoP mechanisms such as the PLS and thematic inquiries to effectively monitor the implementation of specific commitments under the plans and ensure evidence-based oversight processes.

1.6. Supreme Council of the Autonomous Republic of Ajara (SCA)

The SCA is the supreme representative body of the Autonomous Republic of Ajara which exercises the legislative function and oversees the activities of the Government of the Autonomous Republic.

The SCA consists of 21 members elected for a four-year term, with 18 members elected through the proportional list and the other three through the majoritarian system. The SCA has a Chairperson and a Deputy Chairperson who are members of the Council Bureau, along with the chairpersons of the committees and factions. The SCA has six committees and four factions. Similar to the Parliament of Georgia, the SCA has a Gender Equality Council consisting of eleven members.⁸

The SCA adopts the Constitution and other laws of Ajara; approves the budget of the Autonomous Republic and exercises financial oversight over the expenditures of the Ajara Government; expresses vote of confidence to the Government of Ajara; under the Constitution of Georgia, has the right of legislative initiative and can file a constitutional complaint at the Constitutional Court of Georgia. The official seat of the Council is Batumi, Ajara.

Although the SCA mandate is not as extensive as of the Parliament of Georgia, the Council is an important democratic institution for Ajara, and needs to improve its performance to be better able to engage in the legislative process at local level, oversee the Ajara Government and represent the citizens of Ajara – all of these leading to stronger regional development. The SCA requires a holistic approach to institutional reforms and the strengthening of internal capacities.

As a starting point, the SCA requires a comprehensive Institutional reform framework, upon which different institutional strengthening and capacity building initiatives would be built. The Council would also benefit from opening up its institution, and engaging civil society and citizens in its activities and reform processes. This would contribute to strengthening the capacities of local civil society organizations (CSOs), and promote their greater role in political life of the Autonomous Republic. Efforts to engage the SCA in the OGP initiative could be also examined.

⁷ https://www.opengovpartnership.org/sites/default/files/attachments/OGP_declaration.pdf

⁸ Official website of the SCA <http://sca.ge/eng/static/71/umaghlesi-sabchos-shesakheb>

1.7. COVID-19 Global Pandemic and Related Challenges

The outbreak of coronavirus (COVID-19) in December 2019 revealed that many public institutions globally are not immune from experiencing a disruption to their critical business during crisis situations. This is also true for the Parliament of Georgia that, like many other legislatures, faced obstacles in its operation caused by the pandemic and subsequent declaration of State of Emergency in Georgia in March 2020. Strict lockdown measures and social distancing rules have had an immense impact on parliamentary work both in terms of exercising its legislative and oversight functions as well as ensuring continued public outreach and citizen engagement.

It is critically important that based on the lessons learnt and drawing on the best international practices, the Parliament of Georgia elaborates a special framework for emphasizing its role in emergency situations involving both functional and organizational aspects of its work and increases its capacities to adequately respond to future crisis situations that can range from pandemics, cyberattacks to occupation of a parliamentary estate and a military conflict.



II. PROJECT STRATEGY

The EU and UNDP and parliamentary strengthening

The project strategy builds from the core commitments of both the United Nations system and the European Union to representative, accountable democracy as the best means to assure human rights and human development: as the UNDP country programme document for Georgia states, a situation in “which people are empowered to participate in pluralistic decision-making through strong institutions, balance of power, and the rule of law, free from discrimination and with equal opportunity to contribute to, and share in, sustainable economic growth.”⁹ Similarly, the European Union, of which Georgia is an Associate Country, emphasizes in its Lisbon Treaty, article 21, that both its internal and external policies are guided by a commitment to democracy, the rule of law and of human rights¹⁰. Globally, the European Union is the largest international partner in parliamentary development, and UNDP delivers parliamentary support in more countries – over 70 – than any other technical assistance agency.

The project also builds on and promotes sustainability of the results achieved through the previous EU-UNDP parliamentary intervention. More particularly, in February 2014, with the support from the European Union under the EU Comprehensive Institution Building (CIB) program, UNDP initiated a project - Strengthening the System of Parliamentary Democracy in Georgia. The project was broken down into two phases of 2.5 years with a total budget of 3,300,000 EUR (1,665,000 EUR per each phase co-shared between the EU and the Georgian Parliament in the amount of 1,500,000 EUR and 165,000 EUR, respectively). The Project’s second (final) phase finalized on 20 May 2019 with significant results as set out below:

- Parliament was supported in developing its first ever IRP for 2016-2018 which was successfully implemented. Based on the results and current challenges, the IRP was updated for the next two years, i.e. 2019-2020.
- Comprehensive support was provided to Parliament during the above-mentioned RoP reform.
- Remarkable progress was achieved through engaging the Parliament in the global OGP initiative, and facilitating the development and implementation of its three legislative openness action plans (for 2015-2016, 2017, 2018-2019).
- Reforms of a number of parliamentary services, including the International Relations and Research services, were supported.
- A comprehensive MP Induction Programme was designed and implemented in close cooperation with parliamentary administration.
- Multi-year strategic action plans of 6 parliamentary committees were developed and monitoring and evaluation (M&E) plans designed for 10 parliamentary committees.
- Committee Staff Manual and a Guide on Explanatory Notes to Draft Legislation were developed.
- Development of the Parliament’s 2019-2020 Action Plan for Implementation and Oversight of the EU-Georgia Association Agreement was facilitated. Awareness-raising activities on Georgia’s EU integration processes were also supported.

⁹ Country programme document for Georgia (2016-2020), Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services, DP/DCP/GEO/3, Distr.: General, 27 June, 2015, accessible at http://www.ge.undp.org/content/dam/georgia/docs/strategicdocs/UNDP_GE_CPD_2016-2020.pdf

¹⁰ http://ec.europa.eu/archives/lisbon_treaty/index_en.htm.

- National and international expertise and capacity building trainings in EU legal approximation to MPs and staff were provided; their partnership with EU member and candidate states facilitated.

These and other achievements have been documented in the Project's mid-term review (Phase I) undertaken by an independent international evaluation in December-January 2015¹¹ and the Project's Results-Oriented Monitoring Mission report (Phase II) of August 2018¹².

Theory of Change

The project theory of change is that, if Georgia is enabled to effectively implement its transition towards a parliamentary republic, through building a parliamentary institution able to carry out its constitutional responsibilities and act as the fundamental democratic link between citizens and government, the quality and accountability of governance will be enhanced, enabling improved human development, reinforcing in turn the stability and the resilience of the state, contributing to Georgia's integration of the European acquis within its governance processes.

Sharing best practices with the SCA

The main focus of the project is on the Parliament of Georgia. A second, smaller component, entails working with the SCA, the legislature of the Autonomous Republic of Ajara. The Supreme Council exercises legislative powers in Ajara, and thus it is an important governance institution in the Autonomous Republic. The Supreme Council leadership has learned of the development initiatives of the national Parliament and would like to replicate them in Ajara. The project will facilitate the sharing of expertise developed in the national Parliament, and also enable legislators and secretariat staff of the Supreme Council to participate in selected activities of the national project. The component will also have an impact on building capacities of the local civil society to engage more actively in the Council's activities in the frames of the OGP.

Turning powers into practice

The new powers that have been assumed by the Parliament require a strong institutional framework in order to be carried out effectively. Not only do MPs need to be aware of their powers and their effective use, parliamentary staff must be able to support parliamentarians to carry them out. Without a solid institutional underpinning, MPs will be unable to effectively use their powers, creating a reputational risk for the Parliament, and bringing into doubt the foundations of the representative democracy.

With the entry into effect in 2018 of substantial constitutional revisions, the Parliament of Georgia is now at the heart of the democratic governance system in Georgia, which has transformed from a semi-presidential system to become a parliamentary republic. In combination with revisions to the Law on Normative Acts and, especially, revisions to its RoP, Parliament's role in its core constitutionally mandated areas of responsibility has increased substantially. In the area of legislation, the Parliament is now entitled to comprehensive explanatory notes from the government, as well as more control of time allocated for consideration of legislation, strengthening legislative scrutiny. In oversight, among a range of accountability processes available to the Parliament of Georgia, the prime minister appears in front of Parliament each year to explain the government's progress in carrying out the programme it presented to Parliament. Further, ministers must appear at least annually to answer questions. Parliament can launch investigative inquiries into suspected state wrongdoing, as well as thematic enquiries to assess the situation and make recommendations in specific policy areas. Representation and institutional transparency have been a priority of the Parliament of Georgia for which it is widely known. Additional

¹¹ Parliament Project Mid-Term Review, January 2015. By Kevin Deveaux

¹² Parliament Project ROM Report, August 2018. By David Ruiz

processes to expand opportunities for transparency, communications, and representation include opportunities for citizen online comments on legislation, as well as citizen online petitions, and enhanced powers for the Parliamentary Council on Open Governance.

Parliamentary reform and European integration

European integration is a guiding principle of Georgia’s democratic transformation, and the Constitutional and RoP reforms are designed to align the Parliament of Georgia with best European parliamentary practices. The project will support this national objective through fostering sustainable partnerships with European member state parliaments and the European parliament. This will include identifying areas of particular expertise within European parliaments and enabling that knowledge to be shared, through seminars, exchanges, and internships, as well as in the development and production of knowledge materials. Partnerships will be fostered both with major and long-established European parliaments, and parliaments that have more recently undergone democratic transformation and capacity enhancement. Engagements will be designed to be mutually enriching, with the objective that they will continue following the end of the current project.

Gender, diversity and inclusion

Gender equality as a vital element of diversity and inclusion, is an important principle of both the United Nations and of the European Union, as well as a fundamental principle within the Georgian Constitution. In the EU-Georgia AA, gender equality is identified as an important principle described in Chapter 14 with a series of commitments of Georgia to implement European acquis in this area. The Parliament of Georgia has an active Gender Equality Council, formally established in the RoP, which has responsibilities for promoting equality and overseeing government action in this area.

In addition, the project will assure that gender representation and gender impact is considered in all the project’s activities. This will include supporting gender policy analysis within the new research centre, monitoring equality of access to training, collecting disaggregated data on citizens engagement, and maintaining records of project beneficiaries by gender.

Parliament and the SDGs

As noted in the Development Challenge section of this project document, the SDGs are an important tool to focus parliamentary support towards development objectives. Because the SDGs establish global aspirations for human development, they are useful in harmonising national efforts with global principles. Georgia has already established a national strategy to attain the SDGs, established the SDGs Council and set 99 targets in all 17 SDGs areas, with more than 200 measurable goals within all 17 goal areas¹³. The Open Government Parliamentary Council has taken a lead role in focusing parliamentary action on the SDGs, including through development of an implementation strategy. The Parliament project will work closely with the OGP Parliamentary Council to support integration of the national targets into parliamentary committee annual oversight workplans.

Project Stakeholders and Beneficiaries

Main stakeholders of the Project are the Parliament, SCA, Government ministries, civil society – including underrepresented groups, such as ethnic and other minorities, women, and youth from urban and rural areas, academia, international and donor organizations.

Main beneficiaries are Members and staff of the Parliament and SCA, civil society and public at large.

¹³ <https://sdgsgeorgiasite.wordpress.com/>

III. RESULTS AND PARTNERSHIPS

3.1. Expected Results

The new EU-UNDP initiative will focus on consolidation of the achievements and strengthening national parliamentary performance in the new context of the constitutional framework and governance system. This will be attempted through the activities linked with policy and law-making, parliamentary oversight, enhanced public engagement in parliamentary processes through promotion of participatory democracy and open governance principles, and promoting institutional effectiveness and efficiency through strategic planning and capacity development initiatives. The support will also be extended to the legislative organ of the Ajara Autonomous Republic – the SCA – with an intention to promote an effective and efficient institutional framework, institutional openness, transparency and citizen engagement. More specifically, the project will deliver the following results under each of the outcomes and outputs:

Outcome 1 - Strengthened parliamentary performance in the new context of constitutional and legislative framework

Expected outputs under this outcome will be the following:

Output 1.1. Evidence-based policy and law-making processes strengthened in the Parliament

Output 1.2. Parliament's capacities for the Government oversight increased

Output 1.3. Enhanced public engagement in parliamentary processes through promotion of participatory democracy and open governance principles

Output 1.4. Improved institutional effectiveness and efficiency through strategic planning and capacity development initiatives

Output 1.1. Evidence-based policy and law-making processes strengthened in the Parliament

As described in the chapter on Development Challenge above, the new RoP has introduced substantial changes and new mechanisms to improve the Parliament's exercise of its constitutional functions, including in policy and law-making. New tools will transform parliamentary practices and enable higher standards of work. The new tools need to be backed up with the respective knowledge and capacities to ensure their effective application in practice.

Given the expanded role of the Parliament, as a starting point, a clear and common understanding is required, specifying the **Parliament's exclusive role in different stages of legislative process**, including during ex ante analysis of draft legislation, legislative scrutiny of submitted draft bills and ex post analysis of enacted laws.

When it comes to the policy-making function of the Parliament, it can initiate and adopt **concept papers** which according to the Article 132 of the new RoP, become an important leverage for the Parliament in defining the country's main policy directions and representing a full spectrum of constituency. As part of a large-scale PAR in Georgia, supported by the EU, the Government is in the process of introducing evidence-based policy planning standards and practices to improve its planning across all Ministries and Government entities. Currently, UNDP PAR project (funded by UK Aid) supports the Government administration in developing respective policy planning guidelines. Parliament's awareness raising on the policy planning guidelines will build knowledge in the Parliament to be better able to engage in the policy-making exercise and more effectively monitor the implementation of different policy documents and programs.

The new RoP has also introduced the new function of **thematic rapporteurs** within parliamentary committees, which will help develop a culture of shared responsibilities and cooperation among the Members of committees. It entails a system for distributing concrete fields and topics among individual MPs, which will promote effective and efficient implementation of committee action plans. The Project will support the thematic rapporteurs and their staff in developing respective skills and improving performance, including deepening understanding of diversity and inclusion principles within and throughout the Parliament's work.

Throughout the years since independence, Parliament's exercise of its legislative and oversight functions has been challenged by insufficient internal analytical and research capacities. With the obligations undertaken under the EU-Georgia AA, and commitments to the 2030 Agenda for Development, the need for insightful and comprehensive analysis of policy decisions and legislative initiatives becomes even more vital. To address the challenge, the Parliament decided to reform its research services and pursuant to the new RoP, on 1 April 2019, established a new **Parliamentary Research Centre** as a LEPL. The mission of the Centre is to raise legislative and political culture in Georgia, and create a platform for involving academic and other specialized expertise in the inclusive policy- and law-making process. As a newly established institution, the Parliamentary Research Centre will require comprehensive strategic development and capacity building support. The highest priority will be to ensure that the Parliament has timely access to neutral, evidence-based and quality support across a wide spectrum of complex and diverse issues. It will of course be of significant importance to ensure that these quality research services are provided across the party lines.

Considering the above elements, the project will be designed around a set of following activities:

Activity 1.1.1. Support the Development of Parliament's Policy-Making Capacities

Drawing on the best international/European practices, the Project in close cooperation with the Parliament, will develop a Parliament's Guide to the Legislative Process demonstrating the Parliament's actual role in each stage of the process. At the same time, the Project will facilitate raising Parliament's awareness of the Government's policy-planning standards and guidelines through a number of joint workshops with the Government. Where required, support will be provided in developing the Parliament's vision/concept paper in concrete policy areas with emphasis on diversity and inclusion, as well as raise awareness about how implementation of policy documents, adopted by the Government, can be effectively monitored. The project will also support the elaboration of unified Explanatory Notes Guidebook and provide capacity building opportunities for the staff.

Activity 1.1.2. Provide Support to Parliamentary Committees and Thematic Rapporteurs

To provide support to parliamentary committees and thematic rapporteurs (selected by the project based on the committees' interest and request) for effective implementation of their duties, the project will share best European practices on the organization and planning of work of committees and thematic rapporteurs, including staff support, and methods of cooperation with different parliamentary and non-parliamentary stakeholders. The project will be supporting selected Rapporteurs (especially from the opposition) in piloting the rapporteur's system in practice. Where required, the project will also offer technical expertise on different topics related to concrete legislative initiatives, including those falling within the EU-Georgia AA and the 2030 Agenda for Development.

Activity 1.1.3. Support the Strengthening of the Parliamentary Research Centre



The Project will provide comprehensive support to the new Parliamentary Research Centre. Support will encompass both guidance in strategic planning process, and targeted capacity building program for the Centre Director and other staff members. A special multi-year institutional development strategy will be produced in close coordination with the parliamentary leadership, top administration and the new Centre, complemented by a resourced action plan. Among other objectives, it will include the elaboration of a cooperation framework between the Centre and committees to enable a smart distribution of tasks. The development of the menu of services of the research unit will also be supported through the Project. The Project will elaborate capacity development activities, including but not limited to trainings, workshops and international peer exchanges. The Centre will also benefit from building and reinforcing international partnerships with the EU member states parliaments in terms of sharing best practices in undertaking neutral, high-quality and evidence-based research and providing effective support to parliamentarians. International parliamentary workshops and conferences will further inform the process. The research produced by the Centre will be built on the basic principles of gender policy analysis, as well as diversity and inclusion.

Output 1.2. Parliament's capacities for the Government oversight Increased

Throughout the years, weak parliamentary oversight in Georgia prevented the establishment of an effective system of checks and balances in the country. Relations between the Executive and Legislative bodies have had considerable flaws, mostly reflected in the lack of effective and efficient mechanisms to hold Government accountable. Lack of political will and limited capacities of parliamentary staff to provide professional support to MPs in their oversight activities further aggravated the problem.

With the adoption of the new RoP, transformative change is brought into this area of parliamentary activity. As mentioned in the above chapter on the Development Challenge, a number of effective oversight mechanisms have been introduced to facilitate the Parliament's stronger role vis-à-vis the Government and ensure consistent scrutiny of its performance. Some of the new mechanisms introduced to enable the Parliament exercise its oversight function effectively and in line with best European practices include: regular reporting to the Parliament by the Prime Minister and other Government ministers on the implementation of Governmental programme; Ministerial Hours and interpellations followed by debates; establishment of the Audit Group under the Budget and Finance Committee; and, increased scope of the Parliament's Trust Group to oversee the activities of the security sector.

Two of the most important and potentially effective oversight mechanisms under the new RoP are thematic inquiries by parliamentary committees and permanent councils, and PLS to monitor the implementation of adopted normative acts.

Thematic inquiries were first launched in the Parliament of Georgia in spring 2018, before the adoption of the new RoP. Piloted at the Committee on Environmental Protection and Natural Resources, this oversight tool received wide acclaim and approval by the whole Parliament. Supported by a joint initiative of UNDP, WFD and the Government of Sweden, the first inquiry focused on air quality in Tbilisi, with the intention of identifying and exploring solutions to the underlying causes for poor ecological conditions in the capital city. Originally introduced in the Westminster Parliament, thematic inquiries are largely based on a parliament-citizen partnership modality, and encourage evidence-based submissions by citizens and different groups of society to research deeper into subjects of high public interest and afterwards provide a set of recommendations to respective government agencies. Thematic inquiries could become an important tool for researching and addressing challenges pertaining to the most vulnerable and underrepresented groups in Georgian society, as well as raise awareness and increase participation of such

groups. In some cases, inquiries might lead to the initiation of a new law or amendments to existing legislation. While several thematic inquiries have been already launched, there is a need for wider awareness raising and skills development among the MPs and staff on this important oversight mechanism. Parliamentary committees and permanent parliamentary councils, particularly the Open Parliament Council, require substantive support in the process. In parallel, CSOs working in different fields of activity across the country need to be informed on the purpose and advantages of thematic inquiries and mentored on how to best use the tool and effectively engage in the process. Informational meetings with the media are also needed to ensure the accurate news coverage and communication of information to public.

In parallel to thematic inquiries, the Parliament can now use the **PLS** mechanism to oversee the Government's implementation of adopted legislation. PLS helps the Parliament to examine the impact and consequences of concrete laws and whether the planned policy objectives have been met. Through consultations with different stakeholders, including those affected by the legislation, possible gaps and deficiencies are identified in the legislation or its implementation, leading to a set of recommendations to the Government, as well as the possibility of the initiation of amendments to the legislation. The Parliament of Georgia is just starting to get familiarized with this oversight mechanism. Hence, support is also required in this area of parliamentary activity, to build the capacities of Members and staff of Parliament, including through exposing them to best international practices. At the same time, guidance will be provided to the newly-established Parliamentary Research Centre on how to best support the MPs during the PLS process.

In common with many countries, Georgia has a series of **independent state institutions** accountable to Parliament, ranging from the Prosecutor General to Ombudsperson. Independent institutions play an increasingly important role in contemporary democratic governance, because they enable parliament to carry out detailed and informed oversight. They also reduce the concentration of power and governance capacity in the hands of the executive. However, to be effective, the work of independent institutions needs to be carefully integrated with the work of parliament. This is because parliament has the power and the responsibility to study and follow-up on the recommendations of the independent bodies that are accountable to and report to parliament. In a preferred model, when parliament adopts certain recommendations of the independent oversight institution, it submits them to the government, and requests a response, and where appropriate, plans for implementation of the proposed institutional reforms. Given the Parliament's enhanced oversight powers, this is a good time to study interaction with the independent institutions, including in comparison with international good practice in this area, and to introduce necessary changes to enhance synergies and effective governance.

During the states of emergency, the effective functioning of parliaments is critically important for maintaining democratic processes and ensuring transparency and accountability of government activities. The developments following the outbreak of the Covid-19 pandemic clearly demonstrated that the Parliament requires respective legislative/regulatory framework to continue operation, particularly in terms of exercising efficient government scrutiny. As in the state of emergency, greater authority is conferred to the government and there are risks of misusing the expanded powers to the detriment of human rights and/or economic and other types of activity, the Parliament's intervention becomes crucial. As a countermeasure, it is important to introduce distance working practices in the Parliament; and, on the other hand, institutionalize procedures for robust **parliamentary oversight during states of emergency**.

To respond to the above challenges, the Project plans the following activities:

Activity 1.2.1. Facilitate the Process of Thematic Inquiries and PLS across Parliamentary Committees

Committee inquiries will be introduced in selected committees aimed at initiating evidence-based scrutiny of topics of high public interest, including those falling under the EU-Georgia AA and 2030 Agenda for Development. The project will also support selected committees in undertaking PLS through an inclusive and participatory process, engaging different stakeholders including civil society, academia, private sector and other interested groups. The Project will ensure greater public - including underrepresented groups from urban and rural areas - engagement in the process. Best international experience, trainings and on-the-job-consultancies will be provided in the course of this support. The necessary package of capacity development, including trainings, mentorship and international peer exchange, will be provided to Parliament representatives as well as selected CSOs and also media to increase their knowledge about the mechanism, and to improve the quality of evidence to be submitted. The Project will base its capacity development support on the special Thematic Inquiries Manual prepared by the abovementioned UNDP/WFD/Swedish Government initiative. It will also be ensured that both processes are supported through the newly enhanced research functions of the Parliament.

Activity 1.2.2. Improve Collaboration between the Parliament and Independent State Institutions

The Project will analyze the current relationships between the Parliament and independent state institutions and develop an options paper with recommendations for possible changes and reinforcement of collaboration. International practices will be also shared, focusing on Parliaments with strong oversight follow-up experience.

Activity 1.2.3. Increase the oversight powers of the Parliament during the State of Emergency

The project will research into recent global experiences in addressing emergency situations by the legislative branches and the roles that different parliaments have played in scrutinizing governments' actions during crises management. Particular emphasis will be laid on parliaments that have introducing distance working practices through the creation of various web platforms and applications, and adopted amendments to parliamentary procedures allowing for uninterrupted government oversight activities. If required, support will be also provided in drafting the amendments to the Parliament's RoP.

Output 1.3. Enhanced public engagement in parliamentary processes through promotion of participatory democracy and open governance principles

Since 2015 the Parliament of Georgia has made significant progress in both adopting open governance principles and kicking off respective reforms. As the result of the implementation of the Open Parliament Action Plans (prepared under the auspices of the Permanent Parliamentary Council on Open Governance and its Consultative Group), the legislative basis has been created and technological mechanisms introduced to foster greater transparency and citizen engagement in legislative processes. While the Parliament requires continued support in the implementation of the 2018-2019 Open Parliament Action Plan, after the 2020 Parliamentary Elections the composition of the Parliament will be renewed. This process will not affect the functioning of the Parliamentary Council as it is a permanent/institutionalized body, but the members of the Council will have to be selected anew. Therefore, the new Council will have a pressing need for in-depth induction/capacity building support to ensure a smooth transition phase, continued full-scale engagement in the OGP initiative, and the uninterrupted implementation of openness commitments.

Furthermore, a situation analysis conducted as part of the Communications Strategy of the Parliament's Open Governance Council and the Social Media Concept of the Parliament of Georgia (developed within

the frames of EU-UNDP project “Strengthening the System of Parliamentary Democracy in Georgia”) has demonstrated that the Parliament of Georgia faces various challenges in engaging public in legislative processes, as well as in developing and implementing informational campaigns across social media channels. The *Survey on Public Attitudes* conducted in April 2019 by NDI, demonstrates that the engagement and communication challenges are especially reflected on the most vulnerable and underrepresented communities in rural and urban areas, such as ethnic and other minorities, persons with disabilities, women, and youth.¹⁴ Raising **public awareness about the Parliament**, including through the usage of new technologies & innovative approaches, will boost communication between the Parliament and public. To address the challenge, the project will design a number of activities to facilitate more active engagement of the Parliament with different groups of society, targeting youth, women, disabled citizens, ethnic and other minorities and other underrepresented groups using the most relevant communication channels for each of the groups aiming at ensuring the diversity and inclusion of all.

In addition, the progress review of 2016-2018 IRP revealed gaps in the performance of the Parliament’s Public Relations and Information Department whose organizational setup and human resource capacities have failed to keep up with the pace of institutional reforms. As the mentioned progress review suggests, *“parliament’s communications and citizen engagement functions remain insufficiently institutionalized to enable broad citizen understanding of parliament’s role and engagement with parliamentary processes as required in the new parliamentary republic. Currently the [Open Governance] Council, which is defined in the RoP as having an advisory role, is carrying out a range of engagement and communications activities that should be institutionalized and carried out by the Public Relations and other departments of the administration”*.

While engaging with the broader public, special emphasis to be made on those citizens, who due to various barriers, cannot equally exercise their political rights. Thus, while communicating with the public, the Parliament shall put special efforts in engaging the diverse groups of most vulnerable and underrepresented citizens from rural and urban areas. The establishment of the Citizen Engagement Centre is an important step toward achieving these goals. Being in its embryo stage, the Centre requires institutional and capacity building support to achieve its mission and set goals.

As laid out above, from 2024 parliamentary elections, Georgia will shift to a fully proportional electoral system. The new system shall provide greater accountability of MPs and reduce the inbuilt advantage that government has in the current system through its ability to attract majoritarian MPs to the winning side. Currently, each majoritarian MP is entitled to have an office (bureau) in the constituency, which provides advice and services to citizens. In 2018-2019 the parliamentary administrative leadership has moved towards strengthening the work of local offices through a series of capacity building programs. One issue that will arise with the abolition of single MP constituencies is thus the potential loss of **connection between the citizen and Parliament**; this is an important challenge given that parliament already ranks fairly low in terms of public perception. Although not all majoritarian MPs have been doing extensive outreach in constituencies, some of them are well-known and represent the Parliament in their local community. It is important that this type of direct link continues once the national proportional list system is introduced. Various countries have introduced nation-wide proportional representation and have had to address this issue. In South Africa, parliamentarians are informally allocated by their party to an individual community and expected to keep in touch with citizens through organizing regular local meetings. In other countries, such as Canada, parliament reaches out to citizens through the use of parliamentary hearings that can travel across the country to discuss particular oversight topics or proposed legislation. Drawing on the best international practices, the Parliament of Georgia should introduce the most effective and

¹⁴ Public Attitudes in Georgia, Results of 2019 Survey, NDI <https://bit.ly/2VU7w0f>

efficient system that will work in the local context and ensure strong linkage between parliamentarians and a full spectrum of citizens.

Activity 1.3.1. Support the Parliament in the Implementation of Legislative Openness Reforms

The project will support the Parliamentary Council on Open Governance through facilitating the Council's meetings with different stakeholders and interest groups to ensure effective elaboration, implementation and monitoring of progress towards the fulfilment of the Parliament of Georgia's commitments undertaken as part of Open Parliament Action Plans. Public participation will be ensured during the Action Plan elaboration process including open call for new ideas for the action plan.

After the 2020 Parliamentary elections, the project team will launch an intensive advocacy and awareness raising campaign to support the newly selected council members in absorbing knowledge on OGP and working towards continued engagement in the OGP initiative. In order to share the best practices of OGP member countries, and follow the modern trends of OGP community, the project will facilitate council members' participation at different regional, international and/or global events.

The Project will also support the Parliament in the implementation of selected objectives/tasks under the Council's Communications Action Plan. This will encompass production of a series of information materials on the available citizen engagement tools. A special Citizen's Guide on Legislative engagement will be prepared and disseminated via various channels. The Guide will be based on principles of diversity and inclusion, enabling engagement of the full spectrum of citizens.

To monitor the impact of newly-available citizen engagement tools and the related public awareness campaign, the project will support the Parliament in collecting respective data (registered petitions, legislative initiatives and proposals, various information requests, attendance at the committee meetings, comments left on the draft legislation, etc.) to compare it with the earlier findings in the Baseline Study on Citizen Engagement produced at the beginning of 2019 (within the frames of the EU-UNDP Strengthening the System of Parliamentary Democracy). The key findings will be used to provide recommendations to the Parliament on enhancing inclusive public engagement in the legislative process. The project will advocate for the Parliament to collect, analyse and publish similar data on an annual basis.

Activity 1.3.2. Support the Improvement of the Parliament's Communications and Citizen Engagement Capacities

The project will conduct parliamentary communications and engagement diagnostic through commissioning a study/survey about the citizen engagement mechanisms and their effectiveness. The diagnostic will help to demonstrate the level of citizen involvement in parliamentary activities and those obstacles and challenges which prevent citizens to engage more actively with the Parliament.

The findings of the study/survey will help the Parliament to develop a Communication Strategy, which will cover institutional aspects on how parliament intends raising awareness and building knowledge about the role of the institution in the society, how it functions and what instruments exist for citizen engagement. Based on the framework, the project will identify a number of strategic priorities to provide institutional and capacity building activities and help the Centre perform its mission and main tasks.

The project will help in the development and production of a series of information materials on the available citizen engagement tools. A special Citizen's Guide on Legislative engagement will be prepared and disseminated via various channels, including through Community Centres. The Guide

will be based on principles of diversity and inclusion, enabling engagement of the full spectrum of citizens.

A separate Parliamentary Guidebook will be prepared for the MPs and staff. The guidebook will include information about concrete citizen engagement mechanisms of the parliament and will help the parliamentary subjects in navigation of their outreach efforts.

In addition, the project will support piloting and institutionalization of Legislative Digests of the Parliament. These are instruments for the Parliament to provide short, citizen-oriented information about adopted legislation.

Activity 1.3.3. Facilitate the Introduction of Post-2024 Constituency Outreach Framework

In the context of the planned transition to a fully proportional electoral system from 2024, the Project will commission a comparative study on constituency outreach in proportional electoral systems. The project will further work with the Parliament’s political and administrative leadership to develop a set of recommendations for connecting a full spectrum of citizens to Parliament once the majoritarian system ends, including underrepresented and the most vulnerable groups. This will include alternatives at the level of individual MPs, political factions, committees, and the institution as a whole. The report and recommendations will be discussed at a multi-stakeholder forum to explore and debate advantages and disadvantages of different approaches to parliamentary outreach and citizen engagement in the post-majoritarian era. Based on the received input, the paper will be finalized and submitted to the Parliament leadership for follow-up actions.

Activity 1.3.4. Develop a Civic Education Module about the Parliament of Georgia

As mentioned above, the level of awareness of the public, and particularly that of the younger generation, on the role and functions of the Parliament of Georgia is very low. Although as part of the civic education classes, the schools provide information about the government system and structure in Georgia, there is no substantive information available about the Parliament – that would be exclusively targeting the younger generation.

To fill up the gap, the project will develop a special civic education module to offer schoolchildren an opportunity to learn about the role and functions of the Parliament of Georgia from an early age and their rights to engage in decision-making processes as citizens.

The module will include textbooks for children and methodological materials for teachers – prepared in full compliance with the national school curriculum. The project will also support the Parliament in piloting the module in selected schools of Georgia, including in Tbilisi and regions.

Output 1.4. Improved institutional effectiveness and efficiency through strategic planning and capacity development initiatives

Strong institutional performance of the Parliament is key to ensuring the effective implementation of its functions. In the new constitutional and legislative framework, this becomes even more critical as the overall challenge is now to develop and align the institutional structure, functioning, and resources with the Parliament’s expanded role and new responsibilities. The progress review of the 2016-2018 IRP manifested that while a number of impressive reforms were undertaken in the Parliament, mostly driven by reform-minded politicians, the professional capacities of the staff were insufficient to meet the new institutional demands. While some of the administrative departments have enhanced their capacities, others still require considerable strengthening.

Realizing this challenge, the parliament's leadership requires a full picture of organizational needs that would outline major areas of institutional interventions for improvement. This necessitates conducting the Functional and Institutional Analysis of the Parliament and the elaboration of a medium-term Strategic Development Plan, based on the findings of the analysis.

The same is applicable to committee staff whose performance and skillset is quite often criticized by the leadership of the committees. In the light of the expanded oversight role for the Parliament and increased workload due to a wide range of new oversight mechanisms available to the Parliament, the need for highly qualified and skilled staff is critical. The strategy would be to concentrate on departmental and committee staff with the most potential for professional growth, and provide **targeted capacity building programs** to narrow the gap between institutional transformation and the relevance of human resources. The Training Centre will be an important partner in this undertaking. The Centre's course offerings need to be expanded and harmonized with emphasis on institutional development priorities, and a particular focus on new oversight functions of Parliament, as well as basic principles of diversity and inclusion within and throughout the Parliament. Online/distance courses will also be offered to expand the outreach to MPs and staff.

From mid-2020, the Training Centre and the whole of the administration will start preparing for the new cohort of MPs to be elected in 2020. Respectively, the **MP Induction Program** that was designed in 2016 (as part of EU-UNDP Strengthening the System of Parliamentary Democracy in Georgia) needs to be revised and upgraded.

The new Parliament to be elected in 2020 could well have a large turnover of MPs, with limited prior knowledge of Parliament or of its reform trajectory. Given the major transformations Parliament has undertaken in recent years, particularly the constitutional and regulatory changes of 2017 to 2019, it is important that reform momentum is not lost in the early period of the new Parliament to be elected. It is a truism of organizational reform that the greatest opportunities for reform occur relatively early in a new leadership mandate. A review of progress towards the institutional reforms could identify lessons learned and remaining challenges for developing a vision of key priority areas for parliamentary reform for the next parliamentary convocation – developed collaboratively by the political and administrative leadership of Parliament in consultation with stakeholders inside and outside Parliament. While an incoming leadership will be entitled to develop its own plan, an existing strategy developed by the previous parliament will provide continuity, underlining the need to view parliamentary development as an institutional, rather than a political, task. Engaging the political opposition in the process will increase the likelihood of the strategy being maintained in a future Parliament.

In response to Covid-19 pandemic and related challenges, it is critically important that based on the lessons learnt and drawing on the best international practices, the Parliament of Georgia is well equipped to address the challenge in future. In this light, it is important to maintain organizational effectiveness and establish a **Business Continuity Management (BCM)** system and capability across the organization to be able to continue to operate in a coherent manner in crisis situations that can range from pandemics, cyberattacks to occupation of a parliamentary estate and a military conflict.

Finally, the Parliament of Georgia has been putting particular emphasis on its foreign policy activities and **parliamentary diplomacy**, which is a declared priority of the parliamentary leadership. The Foreign Policy Resolution adopted by the Parliament of Georgia in the end of 2020 defines 16 strategic priorities, including: applying for EU membership and continuing striving towards NATO membership; de-occupation and restoration of territorial integrity through peaceful ways; deepening of relations with Georgia's strategic partners, focusing on cooperation in multi-lateral formats including the UN, OSCE, Council of Europe, and other. In its Resolution, the Parliament of Georgia commits to actively engage in the formation

and implementation of the country's foreign policy priorities through developing fundamental policy directions and principles, exercising law-making and oversight functions and enhancing parliamentary democracy. To attain this goal, the Parliament and its respective team need to define a vision and set a strategic framework for further developing and organizing its work in respect to international affairs and parliamentary diplomacy. This requires the review of the existing *modus operandi*, identification of existing gaps and challenges and development of a structured and consolidated system that would improve the work of the Parliament in the respective direction.

Activity 1.4.1. Provide on demand institutional and capacity building support to the Parliament's administrative and committee staff

Provide *on demand* support to parliamentary committees as well as central administration to boost their organizational, communications and staff capacities.

In coordination with the Training Centre, the project will organize trainings, seminars and workshops on topics that will considerably improve administrative and staff performance and be in line with the institutional needs. Support the Training Centre in launching distance/e-learning platform for MPs and staff. The project will also advise the Centre and administration in the process of preparing the upgraded MP induction program for newly-elected parliamentarians in 2020.

To support the Parliament in its efforts to increase the level of information of the citizens about its activities and functions, the project will also support the administration in the update of some key components of its website.

The project will also assist the Parliament in designing a framework for strategic planning, monitoring and reporting practices. In this regard, the project, with the support from the relevant stakeholders, will design a framework on what constitutes a planning and reporting process, what should be relations between central administration and the committees and what are minimum criteria for development strategies, action plans and respective reports elaborated by different parliamentary subjects.

Activity 1.4.2. Provide Support in Post-2020 Parliamentary Reform

The project will launch a consultative review of progress toward the institutional reforms (largely based on the draft IRP 2019-2020) and conduct a comprehensive Needs Assessment of the institution. The assessment will include an institutional analysis – determining issues such compatibility of the structure of the Parliament to the needs driven from the new Rules of Procedure (RoP), adequacy of staff workload distribution, diagnostic of organizational challenges in fulfilment of the Parliament's three core functions.

Based on the needs assessment, the project will support the elaboration of a medium-term Strategic Development Plan (SDP) for the Parliament of Georgia, which will include strategic goals, objectives and perspectives, Key Performance Indicators (KPIs) as well as concrete actions how the set targets can be achieved. The project will also support the parliamentary leadership in the implementation of priority activities outlined in the SDP.

Activity 1.4.3. Facilitate the Introduction of BCM system and capacities

To assist the Parliament of Georgia to enhance its BCM capability and embed it in overall management system, the Project will encourage the establishment of a parliamentary working group to be in charge of BCM. The project will support the group in increasing its understanding and technical capabilities necessary for introducing and implementing the system and identifying key

risks caused by emergency situations. This will lay basis for developing relevant business continuity plans (BCPs) for different administrative structures in the Parliament to carry on executing its key functions without major disruptions.

Activity 1.4.4. Support in the Enhancement of Parliamentary Diplomacy system and capacities

To support the Parliament of Georgia in developing more effective system and capacities for parliamentary diplomacy activities, the project will provide guidance in setting up a strategic framework and increase capacities of the engaged parliamentary stakeholders. The framework will set clear goals and objectives, assign roles and define internal and external collaboration mechanisms to improve parliamentary diplomacy work. It will also define the Parliament's role in strategic communications about foreign policy agenda and developments, and propose tools how to exercise such a role based on the best international experiences.

One of the components of the Parliamentary Diplomacy System is a well-established and standardized protocol service, which also affect representative functions and overall public image of the institution. Although the parliamentary staff has a long experience in delivering such services, the protocol standard does not exist affecting an institutional memory. Therefore, the project will be supporting the administration of the parliament to develop a Manual of Protocol Services which will establish a comprehensive Standard Operating Procedures (SOP) for protocol matters and diplomatic etiquette.

Outcome 2 - Improved institutional performance of the Supreme Council of Ajara (SCA)

Expected outputs under this outcome will be the following:

Output 2.1. Improved institutional framework and strategic planning at the SCA

Output 2.2. Framework for implementing open governance reforms in the SCA introduced

Output 2.1. Improved institutional framework and strategic planning at the SCA

The elected SCA plays an important role in the governance system in the Autonomous Republic of Ajara. Given the project's experience supporting the Georgian National Parliament, the Supreme Council leadership expressed an interest in benefiting from this knowledge and project technical expertise in order to enhance the Supreme Council's own work and thus strengthen democratic processes in Ajara. Since there has been no prior or current active engagement of the donor community or external projects at the SCA, the project will mostly focus on carrying out the groundwork for continuous institutional development. Correspondingly, the project will undertake the following activities:

Activity 2.1.1. Support the SCA in Strategic Planning Process

The project will undertake a comprehensive needs assessment of the institution to identify gaps and challenges in the functional and operational performance of the SCA. Based on the assessment report, provide support to the SCA in leading an inclusive and consultative process for designing a multi-year Institutional Development Strategy and Action Plan. The plan will define a comprehensive road map for the SCA leadership and staff to implement sustainable institutional reforms, estimate required resources and define a scheme for monitoring and evaluation of progress.

Activity 2.1.2. Facilitate the Implementation of Institutional Reforms and Capacity Building of the SCA

Based on the above Strategy and Action Plan, the project will identify several actions where the Project's support will be instrumental in supporting institutional reform and strengthening. The main focus will be made on streamlining the organizational structure and enhancing administrative capacities as well as, where possible, on law making and piloting of new oversight mechanisms in the committees. Emphasis will be made on the institutional strengthening of the units in charge of strategic planning, monitoring and reporting, as well as capacity building initiatives for internal and external communications management. In addition, from organizational perspective, the project will be assisting the SCA in advancement of its human resource management system, as well as analysis and optimization of some its business processes.

Output 2.2. Framework for implementing open governance reforms in the SCA introduced

Georgia is one of the unique examples globally, where all branches of government are engaged in the OGP process: Legislature, Executive and Judiciary. It should be mentioned that a number of local governments have also joined the initiative in 2016 (cities: Tbilisi, Batumi, Zugdidi and Akhaltsikhe). Therefore, adherence of the regional legislature, namely the SCA, to the OGP values and principles will contribute to the implementation of the unified system of openness, transparency, accountability and citizen engagement across all governance levels.

The SCA exercises legislative powers and is an important governance institution in the Autonomous Republic. Promotion of the OGP principles will be ensured by replicating the best practices of the Parliament of Georgia, with a particular focus on a so-called 'co-creation' approach with the civil society. The main objective will be to draft and adopt an Openness Action Plans of the SCA. The Project will have a double impact, through building capacities of local CSOs to engage and support the SCA in openness initiatives, as well as monitoring the implementation progress of openness plans.

Considering the above, the Project will undertake the following actions:

Activity 2.2.1. Support the SCA in promoting the open governance principles

The project will work with the SCA to create/institutionalize the working group created on the inter-factional principle and its consultative group composed of local CSOs. Facilitation will be provided in the preparation of the openness action plans of the SCA as well as monitoring and reporting of their implementation.

Meetings and workshops will be organized with the participation of different stakeholders, civil society, youth, women, ethnic and other minorities from rural and urban areas, media to ensure broad discussions and consultative and participatory processes. At the same time, close communication and experience sharing with the Parliament's Open Governance Council will be ensured.

The project will support the SCA in updating its citizen engagement portal chaerte.sca.ge to include additional tools for more engagement in oversight activities, envisaged by its second Open Governance Action Plan. **Activity 2.2.2. Provide Capacity Building Support to the Local Constituency and Civil Society in open governance**

The project will work with the local citizens and CSOs, to raise their awareness on the OGP initiative and train them on their role and functions in the process. Meetings and workshops with CSOs – members of the Consultative Group of the Parliament's Open Governance Council – will be facilitated to exchange experience, best practices. All the above will promote the sustainability and institutionalization of the openness reforms locally. The project will use various communication sources including local media coverage and publications/infographics to support the SCA in raising public awareness on OGP and the SCA's openness action plan and its implementation progress.

The project has defined an appropriate logical framework, as contained in section V, and a M&E system, as contained in section VI. Both will ensure the appropriate delivery of targeted outputs to achieve the expected outcomes and impact of the project, as reflected in the logical framework, which includes relevant indicators, baselines and sources of verification. The project will ensure evidence-based gender-sensitive data collection, analysis and reporting on the basis of the logical framework in order to ascertain progress and achievements on a regular basis, increase gender equality and to inform further review processes upon completion.

3.2. Resources Required to Achieve the Expected Results

The detailed budget of the project is provided in Annex III-Budget of the Action.

The total required funding for activities proposed under this project amounts to EUR 1,665,000 including the EU contribution of EUR 1,500,000 and the cost-sharing from the Parliament of Georgia and the SCA in the amount of EUR 147,000 and EUR 18,000 respectively, and divided across different outcomes, visibility and management costs in the following manner:

Outcome	Amount (EUR)
Outcome 1	890,000.00
Outcome 2	169,510.00
Visibility Costs	113,572.94
Management Costs	381,564.00
GMS, EU 7%	98,130.84
TOTAL COST	EUR 1,665,000

Calculations for each outcome reflect the use of all key inputs such as core staff, international and local technical expertise, equipment, goods and services, as well as works (within project components), travel costs, and building partnerships with various stakeholders.

Required material and human resources, are listed below. Respective costs are spelled out in Annex III-Budget of the Action.

The Project will have an office in the Parliament of Georgia (8, Rustaveli Avenue, Tbilisi) as an in-kind contribution from the Parliament. Costs related to utilities (electricity, water, heating) and cleaning services will be covered as part of an in-kind contribution.

Another office will be located at the SCA building (37, Luka Asatiani Street, Batumi) as an in-kind contribution from the SCA. Costs related to utilities (electricity, water, heating) and cleaning services will be covered as part of an in-kind contribution.

Project equipment and other project running costs

The Project budget includes the following costs:

- Cost of IT and telecommunication
- Stationery supplies for operation of the office
- Maintenance, insurance, fuel and depreciation costs for a vehicle
- Computer and office equipment purchase
- Costs of travel and field trips for the project activities
- Costs of project communication and visibility activities (as spelled out in the Communication and Visibility Plan)

List of staff directly attributed to the project:

While the section below provides a brief description of the respective positions, section VII on Governance and management arrangements of the project includes a detailed explanation for each; detailed costs per each position are also spelled out in the budget (Annex 3).

1. Project Manager (SB4/MID – 100%) – Programmatic and administrative oversight and internal controls, coordination and supervision of institutional relations with the Project beneficiary institutions, communication and reporting to the EU Delegation
2. Project Administrative Finance Assistant (SB3/MID – 100%) – responsible for technical support in financial, contractual and organisational matters.
3. Project Institutional Development Specialist (SB4/Q1 – 100%) – responsible for project components targeting the beneficiary's institutional development needs. S/he provides support to the Project Manager in all the on-going project planning and implementation activities and is responsible for M&E function for the entire project ensuring compliance to UNDP and EU standards.
4. Project Officer (SB4/Q1 – 100%) – programmatic and administrative oversight and internal controls for Project Outcome 2, coordination of institutional relations with the SCA, provision of expertise, communication and reporting to the Project Manager.
5. Project Driver/logistician (SB1/MID - 100%) – responsible for driving project staff to and from different meetings/events and supporting in logistical matters including transportation in regions during implementation of project activities when and as necessary.
6. UNDP Democratic Governance (DG) Team Leader (NoB – 15%) – responsible for quality assurance of the project, supporting the Project Board, facilitating coordination within UNDP, other UN agencies and concerned stakeholders. The DG Team Leader will complete monthly timesheets reflecting actual time spent on the given project.
7. UNDP DG Programme Associate (G6 - 15%) – responsible for providing administrative advice and supporting project implementation from the Country Office. S/he will provide administrative, contractual and reporting related support to ensure compliance of administrative processes with respective UNDP rules and regulations, and the respective Country Office Standard Operational Procedures. The DG Programme Associate will complete monthly timesheets reflecting actual time spent on the given project.
8. UNDP Communications Analyst (NoB – 8%) – provides advice on all communications-related matters and supports the project in the implementation of its Communication and Visibility Plan. S/he also liaises directly with the communications team of the EU Delegation to Georgia. UNDP Communications Analyst will complete monthly timesheets reflecting actual time spent on the given project.

Venues, catering and other logistical arrangements for activities will be sourced with constant attention to prudence and exemplarity in the use of taxpayer's money at times of fiscal constraints, as well as to the carbon print. Public venues will be prioritised over private ones, distance from the usual workplaces of respective audience will be minimal, and use of five star hotel or resorts will be avoided except in exceptional circumstances duly authorised by the EU Delegation with 2-3 weeks of prior notice.

3.3. Partnerships and Stakeholders

The project's main partners are its primary beneficiaries – Parliament of Georgia, more particularly, Members of Parliament from all political and gender groups to ensure balanced representation in project activities, and Staff of the Parliament from departments and committees with balanced gender representation; and the SCA – with its elected members from all political and gender groups and administrative staff with balanced gender representation

Other project stakeholders include the Government officials, civil society and international organizations:

Government representatives will mostly participate in the Project activities, such as meetings and workshops, to ensure close coordination between the Legislative and Executive branches, particularly in the frames of the Parliament's oversight activities.

Recognizing the crucial role of the civil society in legislative and decision-making processes in general, the Project will facilitate active engagement of the CSOs in project activities, including through the OGP initiative and Parliament's thematic inquiries, to promote transparency and civil society involvement in the parliamentary processes. Apart from the Project's long-standing partner – IDFI, which implements the project components related to the OGP initiative (both at the Parliament and SCA), the cooperation will unfold with other CSOs which are active in parliamentary development field, including Transparency International (TI) Georgia and Georgian Young Lawyers' Association (GYLA) that monitor the performance of the Parliament and its institutional reforms.

Coordination, Complementarities and Synergies with other development partners/projects

Throughout the years, the Parliament of Georgia has received extensive support from different donor and international organizations. Interest has particularly increased in recent years when the Parliament began to make first tangible steps towards its strengthening. In the current constitutional and regulatory context when the Parliament's role and functions have considerably increased, international development partners are keener to capitalise on developing and enhancing parliamentary democracy in Georgia. UNDP views this as a window of opportunity for different organizations to complement, build upon each other's activities and explore synergies for concrete reform initiatives.

UNDP will ensure active cooperation with the other EU-funded projects, including the following:

- Facility to the Association Agreement, Phase II has both governmental and parliamentary dimensions, and supports the Legislature in activating its role in the implementation and oversight of the AA and provides capacity building programs in EU legal approximation. Joint initiatives and synergies will be explored in the area of thematic inquiries and PLS that target topics falling under the AA/DCFTA.
- EU4Economic Governance and Fiscal Accountability Programme is aimed at reinforcing economic governance and democratic accountability, including strengthening the parliamentary oversight of public finances. In this context, the programme prioritizes on strengthening of the Parliament's Finance and Budget Committee and establishing a full-fledged Public Accounts Committee. The project will ensure regular information exchange with the programme and will specifically coordinate during the review of the RoP with the purpose of advocating for the establishment of a dedicated Public Accounts Committee in the Parliament.
- EU4Security, Accountability and Fight against Crime in Georgia (SAFE) Programme contributes to increasing the security of the Georgian citizens by strengthening good governance and the rule of law, inter alia, through enhancing the oversight over the security sector. In that regard, the programme aims to improve capacities and coordination among the Parliament, Public Defender's

Office and State Audit Office. Complementarities with the programme activities will be ensured, particularly while providing capacity building support to the Parliament's Defence and Security Committee and the Trust Group.

- Support to the Public Administration Reform in Georgia Programme contributes to the implementation of large-scale PAR reforms in the country. The project will coordinate with the programme as required on matters pertaining to the PAR and capacity building of civil servants.
- INTER PARES Parliaments in Partnership is a EU global programme to improve the functioning of parliaments in partner countries, by enhancing their legislative, oversight, representative, budgetary and administrative functions.¹⁵ If feasible, the project will coordinate with the programme in the areas related to the exchange of experience with the EU member states' parliaments with a focus on professional development of the staff of the Parliament. Synergies could be explored while organizing inter-parliamentary workshops and conferences on the issues related to the on-going institutional reforms in the Parliament of Georgia.

UNDP will continue its active cooperation with the National Democratic Institute (NDI) both in the frames of the Parliament's OGP-related activities, as well as in building capacities of the Parliament's Training Centre where the NDI is a leading development partner. Together with NDI and USAID Good Governance Initiative (GGI) programs, the Training Centre will be once again supported in the implementation of an innovative MP Induction Program for the newly-elected parliamentarians in 2020.

Close coordination and complementarity of initiatives will be ensured with USAID GGI which also provides support to selected parliamentary committees in the process of thematic inquiries and post-legislative scrutiny. A coherent approach will be ensured in the process through using the same methodologies and guidebooks (Guide on Thematic Inquiries prepared by UNDP/WFD/Swedish Government; Guide on PLS, prepared by USAID GGI/WFD). In response to Covid-19 related challenges, jointly with the GGI program, the project will provide the Parliament with Cisco Webex platform to facilitate online meetings of the Parliament on different legislative and institutional issues.

Along with the NDI and USAID GGI, the project will cooperate with the GIZ programs that work on Parliament's administrative capacity building as well as in implementing some of the openness initiatives directed at citizen engagement in budgetary processes.

The project will partner and coordinate with most of the above-mentioned donor organizations/projects, particularly USAID GGI and NDI, while providing comprehensive institutional and capacity building support to the newly-established Parliamentary Research Centre and Citizen Engagement Centre which are currently one of the priority reform areas for the Parliament.

The project will also closely cooperate with three other projects from the UNDP Democratic Governance Portfolio. The first one – UNDP Governance Reform Fund (GRF) (funded by the Swedish Government) has already engaged with the Parliament through several initiatives, including the piloting of the thematic inquiries at the Environmental Protection and Natural Resources Committee, developing the Green Parliament Concept, and building capacities of Parliament security personnel to interact with persons with special needs (the deaf).

The second – UNDP PAR – project (funded by UK Aid) is currently supporting the Administration of Georgia in developing the Policy Planning Guide to support the Government across all of its ministries in evidence-based policy planning. The EU-UNDP project will explore synergies with the PAR project to raise awareness

¹⁵ The Parliament of Georgia may be considered as a beneficiary of the global programme.

of the Parliament on the policy planning cycle, and its principles and standards, which will be instrumental for raising policy-making capacities in the Parliament and increasing their capacities to monitor the implementation of different state/Government policy documents.

The third project – UN Joint Programme for Gender Equality, Phase II (funded by the Swedish Government) has already engaged with the Parliament through several initiatives, including two thematic inquiries (“access to the state-funded programmes for women’s economic empowerment” and “women’s access to vocational education in Georgia”), led by the Parliament’s Gender Equality Council. UNJP has been strengthening the Gender Equality Council since 2012. The EU-UNDP project will explore synergies with the UNJP in supporting the Training Centre and newly established Parliamentary Research Centre.

Finally, apart from bilateral coordination and partnerships, UNDP through the EU-UNDP project will continue participating in the technical donor coordination meetings organized by the Head of Speaker’s Cabinet jointly with the Secretary General. Those take place on a regular basis (mostly quarterly) to exchange information on the implemented and planned activities of different organizations covering the parliamentary dimension, in order to avoid overlaps, explore possible synergies and join efforts for joint interventions. Meetings also serve to inform the donor supported projects on the Parliament’s emerging needs and planned initiatives.

3.4. Risks Analysis

Management of operational risks and assumptions will be delivered through the construction and regular updating of risks and issues logs, escalation of identified gaps in performance, performance reporting, minutes of meetings and Project Board and an adequately skilled and fully resourced project management function. Detailed list of risks and measures of their mitigation is presented in the Risk Log below:

P = probability; I = Impact; Scores are based on a scale from 1 (low) to 4 (high).

#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner
1	Preparations for 2020 Parliamentary Elections prevents MPs’ active engagement in and commitment to Project activities during spring-fall 2020	March 2019	Political	P = 4 I = 3	Focus will be directed at staff capacity building, production of strategic documents at administrative level and preparations for newly-elected Parliament (induction programs, materials, etc.)	Project Manager/ Project Team
2	Newly-elected MPs are reluctant to engage and follow up on the reforms implemented by the previous Parliament	March 2019	Political	P = 2 I = 3	UNDP will communicate advantages of the project activities to the Parliament. For better results, the so-called ‘reform-minded’ MPs (incl. those who also served in the 9th convocation) will be identified to champion the process and encourage their colleagues to engage. MP induction program will be also instrumental in MPs’ awareness-raising on their role and functions. If the problem persists, UNDP	UNDP Country Office Project Manager/ Project Team

#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner
					CO will communicate challenges to parliamentary leadership to find more effective solutions.	
3	Inadequate staffing in parliamentary committees and some of the departments prevents implementation of concrete project activities	March 2019	Operational	P = 3 I = 3	UNDP will communicate the challenge with the parliamentary leadership and explain the importance of efficient and skilled staff to strengthen the organization and carry out important reforms. Where possible, the most capable staff members will be identified, and support provided. If the problem persists, UNDP will redirect its resources to similar activities but involving different structures (e.g. Open Governance Council and/or Citizen Engagement Centre instead of the Communications Department)	UNDP Country Office Project Manager/ Project Team
4	Donors concentrate and provide support mostly to those committees and departments that are willing to engage in different initiatives. Having just a few active beneficiaries, limits the area of operation for donors and results in overlap of their activities as all of them focus on the same structures.	March 2019	Operational	P = 4 I = 2	UNDP will ensure close coordination with the donor community on regular basis to avoid such overlaps and/or explore possibilities for joint activities.	UNDP Country Office Project Manager/ Project Team
	Covid-19 pandemic results in the postponement or delays in various project activities, particularly those requiring in-person attendance, like workshops, conferences, study visits, etc.	March 2020	Operational	P=4 I=4	The project readjusts its strategy through implementing some of the activities online (e.g. trainings, workshops) or substituting and/or postponing the ones that cannot be carried out online (e.g. study visits).	Project Manager/ Project Team
	Opposition boycott results in one-party	December 2020	Political	P=4 I=4	The project puts greater focus on civil society engagement in	Project Manager/

#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner
	parliament which contravenes the idea of parliamentary democracy and impacts the oversight activities of the legislature.				parliamentary activities to minimize the impacts of less representative and participatory decision-making. It also focuses on activities directed at administrative and organizational strengthening.	Project Team
	Snap parliamentary elections result in (a) the unavailability of MPs to engage in project activities; and (b) new cohort of MPs that need time and more knowledge to familiarize with the parliamentary work.	August 2021	Political	P=3 I=2	In the pre-electoral period, the project will re-focus its attention mostly on administrative capacity building in the Parliament; and with the entrance of new MPs, will support the Training Centre in the provision of induction program. The project will also hold introductory meetings with new MPs/committee to introduce the project and its activities.	Project Manager/ Project Team
	Intensification of Russia's war in Ukraine, which periodically shifts attention of beneficiary MPs from the project activities to the global political issues	February 2022	Global	P=4 I=2	Focus will be directed at staff capacity building, production of strategic documents at administrative level and preparations for newly elected Parliament (induction programs, materials, etc.)	Project Manager/ Project Team

3.5. Knowledge Products

Some of the specific knowledge products that will be produced by the project include:

- Parliament's Guide to the Legislative Process
- Parliamentary Research Centre Handbook
- Institutional Strategy of the Parliamentary Research Centre
- MP Guide to Parliamentary Research Services
- MP Guidebook for newly elected parliamentarians
- Distance/e-learning app for MPs and staff
- Report on Relations between the Parliament and independent state institutions
- Open Parliament Action Plan for 2021-2022
- Comparative study of the work of thematic rapporteurs in the European parliaments
- Comparative study on constituency outreach and recommendations for the Parliament of Georgia
- Report and Recommendations on Parliamentary Oversight during emergencies and beyond
- Digital Transformation Concept of the Parliament of Georgia
- Strategic Planning, Monitoring and Reporting Handbook of the Parliament of Georgia
- Explanatory Notes Handbook Citizen Guide on Legislative Engagement
- Parliamentary Guide on Citizen Engagement
- Civic education textbooks for children and methodological handbooks for teachers

- Template and Guidelines for preparation of Legislative Digests
- Training materials for MPs and staff, including updated MP Induction Program curricula
- Medium-term Strategic Development Plan (SDP) of the Parliament of Georgia
- Business Continuity Management Policy Document and Individual Action Plans
- Institutional Development Strategy and Action Plan of Ajara Supreme Council
- Communications Strategy and Action Plan of Ajara Supreme Council
- OGP Action Plan for 2020-2021 of the SCA
- OGP Action Plan for 2022-2024 of the SCA
- SCA Accessibility Concept Document
- SCA Guidebook for newly-elected members of the SCA

3.6. Sustainability and Exit Strategy

The Parliament of Georgia has received support from various donors, including the European Union, over a number of years. The Parliament's strengthening, facilitated through this support, is evident both in the expansion of its constitutional responsibilities and in the leading role the parliament plays in international parliamentary organizations, including its global leadership in the open parliament movement. At the same time, there are clear reasons and justifications for support. Despite its advances, Georgia remains a young democracy, and democratic processes are not yet fully institutionalized. Although elections are well-managed, the 'rules of the game' are not always agreed or observed. The country has recently undergone a major constitutional transformation towards a parliamentary republic, and the support being provided through this project will help assure that this transformation is successful.

The support is geared towards sustainability. Where in the past, the Parliament has often relied on outside support to enhance capacities and sometimes to carry out core functions, the proposed project is closely aligned with the Parliament's results of the implementation of IRP 2016-2018 and recommendations for the next period (draft IRP for 2019-2020), including those referencing to the strengthening of human resources development through the enhanced Training Centre, and the improvement of research support to Parliament through the new Research Centre. Further, the project will foster supportive relationships with European member state parliaments that are intended to continue beyond the project support phase, integrating the Parliament of Georgia into the informal ecosystem of mutual support among European parliaments.

The project exit strategy is built from the sustainability strategy. The Parliament of Georgia, with external support, has put in place the framework necessary for continued development and reform without ongoing development assistance. The key features fostering autonomous growth and development include:

1. The Constitutional framework of the Parliamentary Republic in which Parliament is vested with the necessary Constitutional powers to act as an effective counterbalance to the Executive;
2. The new RoP that provide the procedural mechanisms allowing the operationalization of the new Constitutional powers;
3. The medium-term Strategic Development Plan of the Parliament of Georgia defines and provides a reform roadmap for both improvement of core constitutional functions (lawmaking, oversight, representation) as well as enhancement of its institutional efficiency so that MPs receive technical and professional support they require to effectively carry out their functions;

4. The establishment of the new Research Centre that will enable the Parliament to make decisions based on quality independent research necessary for effective legislative scrutiny and parliamentary oversight of the executive;
5. An upgraded Training Centre that provides staff training and skills enhancement corresponding with the Parliament's needs;
6. A communications strategy that enables the institution to effectively communicate its work to Georgian citizens, and to engage citizens and civil society constructively in the policy process.
7. Technical donor coordination mechanism has been established and run by Head of Speaker's Cabinet jointly with Secretary General of the Parliament.

Once these elements are in place, Parliament will be equipped for self-directed development, assuming a continued reform oriented Parliamentary leadership after 2020 and the stability of political vision. The project exit strategy is therefore focused on supporting the institutionalization of the new parliamentary functions. In the past phase, the project supported the revision of the RoP, the development of a first phase of the IRP, and the developmental work on the new Research Centre. The upgrading of the Training Centre is also underway under the committed leadership of the Secretary General and the support of NDI and other international partners.

The new project is also aligned with the Parliament's strategic priorities (draft IRP for 2019-2020), and thus supporting the Parliament's own priorities which are to strengthen the new parliamentary structures and processes. The outcome of this support to the comprehensive reform process will be that the developmental functions that have in the past been outsourced to some extent to external internationally-funded projects such as the EU-UNDP "Strengthening the System of Parliamentary Democracy in Georgia" project, will be rooted in-house, with a development orientation, framed by a nationally-directed strategic development approach, and with leadership vested in the political and administrative leadership of Parliament.

The new Research Centre will assume a policy scrutiny and innovation role, again as an in-house body. The training centre will work with the Secretary General and the Human Resources Department to align courses offered and training services provided including based on the institutional needs. Finally, through the leadership of the Open Parliament Council, a new communications and dialogue approach will be implemented that will not only help citizens understand Parliament, but also hold Parliament to account, enhancing the external monitoring of the institution and thus replacing accountability to donors with accountability to citizens, as is the case in mature democracies within the European Union and beyond.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Costs incurred in project implementation will focus only on those actions required to provide support to the Parliament of Georgia and SCA.

To accomplish this, the project will seek to complement and build upon the results of the EU-UNDP Project “Strengthening the System of Parliamentary Democracy in Georgia”, as well as other EU and UNDP initiatives related to developing parliamentary system of governance in the country and strengthening the functioning of the legislative branch.

The resources will be primarily used for:

- Participatory based planning of technical assistance to the project beneficiaries and effective implementation of the project workplan;
- Effective targeting of beneficiaries by the project resources;
- Proper M&E systems design and functioning.

The Project will closely coordinate with different donor-supported projects and initiatives funded by EU, USAID, GIZ, UK and Swedish governments and others while planning of parliamentary development initiatives and activities for ensuring coherence of institutional reforms and effective synergy in the process.

The Project will be managed in close coordination with the various UNDP Country Office Programme dimensions, particularly within the Democratic Governance portfolio.

All the envisaged project activities will be carried out and results achieved through appropriate use of available resources and value-for-money analysis during all procurement and tendering procedures. Project co-financing by the beneficiary as well as in-kind contribution of office spaces and communal expenses will contribute to the Project’s overall efficiency.

Additional information on project management and staff is available in Sub-Section 3.2 “Resources Required to Achieve the Expected Results” and Section VIII “Governance and Management Arrangements”.

V. RESULTS FRAMEWORK

	Results Chain	Objectively verifiable/indicators of achievement	Baseline (April 2019)	Target (February 2023)	Sources and means of verification	Assumptions & Risks
Impact	Democratic governance in Georgia improved	(a) Democratic governance rate at national level (b) Georgia Nationalized SDG indicator 16.6.2.3 Voice and Accountability Index	(a) In Freedom House Country Report for 2018, Georgia scored 2.50 for National Democratic Governance (b) 2019: 53.2%	(a) Increase to <3.00 (b) 55%	(a) Freedom House Country Report www.freedomhouse.org (b) Georgia SDG implementation progress report (data aggregated through SDG tracker)	N/A
Outcome	1. Strengthened parliamentary performance in the new context of constitutional and legislative framework	1.1/ Share of Law-making KPIs of the Parliament where performance improvement is observed against baseline year ¹⁶ 1.2/ Share of Oversight Instruments of the Parliament where performance improvement is observed against baseline year 1.3/ Rate of achievement of Open Parliament Action Plans	1.1/ 0% 1.2/ 0% 1.3/ 20% of openness commitments are implemented	1.1/ At least 50% 1.2/ At least 50% 1.3/ 70% of openness commitments are implemented	1.1 - 1.2/ TI Georgia Annual Reports: Assessment of the Performance of the Parliament of Georgia 1.3/ Open Parliament Action Plans progress reports www.parliament.ge www.transparency.ge	Assumptions: Political system remains stable prior and after the parliamentary elections. The Parliament and SCA engage in the Project's interventions and ensure continuous and smooth level of cooperation. Risks: 2020 Parliamentary elections

¹⁶ In the absence of the direct measurable indicator of the performance of the Parliament proxy composite qualitative indicators have been designed for its Legislative and Oversight Functions. 1.1 Indicator measures the degree of improvement of the Parliament's law-making functions by assessing 4 KPIs: 1) Share of laws adopted through expedited procedure – 17.1% (2019); 2) Share of laws adopted through simplified procedure – 7.2% (2019) 3) Number of postponed discussions of initiated draft laws – 404 (2019) 4) Number of amendments petitions registered in the parliament of Georgia – 9 (2019). 1.2 Indicator measures the degree of improvement of the Parliament's Oversight functions by assessment of the 6 KPIs: 1) Number of Interpellation Questions – 9 (2019); 2) Rate of Responses to MP questions – 85% (2019); 3) Number of Conducted Ministerial Hours – 10 (2019); 4) Rate of conducted hearings of Government Members or other Public Officials out of totally summoned at the committee sittings – 48% (2019); 5) Number of conducted Post-legislative scrutiny (PLS) - 3 (2019); 6) Number of conducted thematic inquiries – 10 (2019). "Improvement" for indicator will be established based on individual KP and changes in their values (increase or decrease) in line with the international principle of parliamentary democracy.

Annex I – Description of the Action - Consolidating Parliamentary Democracy in Georgia, CRIS No ENI/2019/409-831

	Results Chain	Objectively verifiable/Indicators of achievement	Baseline (April 2019)	Target (February 2023)	Sources and means of verification	Assumptions & Risks
	2. Improved institutional performance of the SCA	2.1/ Status of institutional reforms in the SCA 2.2/ Rate of the institutional reforms implemented	2.1/ Strategic framework for institutional reforms is not in place 2.2/ 0%	2.1/ Strategic framework for institutional reforms is in place 2.2/ At least 50% of institutional reforms implemented	2.1/SCA's Institutional Development Strategy 2.2/Strategy implementation review www.sca.ge	may, on one hand, raise political temperatures and involve MPs in pre-electoral campaign, thereby slowing down the pace of reforms; on the other hand, the newly-elected lawmakers might be reluctant or not assign priority to reforms thereby preventing their implementation.

Output	<p>1.1.1 Support the Development of Parliament's Policy Making Capacities</p> <p>1.1.1.1(a) Availability of guidelines on the Parliament's role in legislative process</p> <p>1.1.1.1(b) Number of MPs and staff (both men and women) trained on policy-planning standards</p> <p>1.1.1.1 (c) Availability of Explanatory Notes Handbook</p> <p>1.1.1.1(a) Parliament's role in legislative process is envisaged under the Constitution and RoP; however, a clear process description paper is required to highlight Parliament's role at each stage of the legislative process</p> <p>1.1.1.1(b) 0</p> <p>1.1.1.1 (c) Not available</p> <p>1.1.1(a) Parliament's Guide to the Legislative Process is developed and becomes integral part of the Parliament's training program</p> <p>1.1.1(b) At least 60 staff members (with balanced gender representation) trained on policy-planning standards and Elaboration of Explanatory Notes in line with the Guide</p> <p>1.1.1 (c) Explanatory Notes Guide is developed</p> <p>1.1.1(a) Guide to the Legislative Process</p> <p>1.1.1(b) Training materials, agendas, lists of participants and participants' evaluations</p> <p>1.1.1 (c) Explanatory Notes Guide</p>				Assumptions:
	<p>The parliamentary leadership is committed to strengthen the role of the Parliament in policy and law-making processes. Thematic rapporteurs have their assigned roles and themes and are willing to perform their mandate at full scale. The Research Centre is staffed and operational.</p> <p>Risks:</p> <p>Committee leadership might attempt to exclude opposition/minority MPs from Project activities.</p> <p>Thematic rapporteurs might not be active or interested in taking lead in different areas of policy and law-making.</p> <p>The interest and demand from MPs/committees toward the new Research Centre might be insufficient.</p>				
<p>1.1.2 Provide Support to Parliamentary Committees and Thematic Rapporteurs</p>					
1.1.2(a) Number of committees equipped with skills to effectively perform their policy-making function and engage in legislative process	1.1.2(a) 3 committees have been provided with expertise to perform their policy and law-making function within the frames of the previous EU-UNDP Parliament project	1.1.2(a) At least 4 out of 16 committees equipped with respective skills	1.1.2(a) Draft legislative amendments/concepts /recommendations produced by committees and thematic rapporteurs; training materials, agendas, lists of participants; workshop/study visit reports		
1.1.2 (b) Number of MPs involved in piloting of Rapporteur's System	1.1.2(b) 0	1.1.2 (c) Comparative Study Report and Recommendations for the Parliament of Georgia are available and templates for Rapporteurs Reports developed and presented to the parliamentary leadership			
1.1.2 (c) Availability of comparative study on practices of Thematic Rapporteurs in parliaments of European Countries	1.1.2 (c) N/A				



	of participants and participants' evaluations 1.1.2 (c) Final Report					
1.1.3 Strengthen Parliamentary Research Centre						
1.1.3(a) Availability of strategic development vision of the Parliamentary Research Centre 1.1.3(b) Availability of knowledgeable and skilled staff (both men and women) to provide high-quality research and analytical services to MPs 1.1.3 (c) Availability of information materials to MPs on Research Centre Services 1.1.3 (c) Availability of methodological document for the Research Centre		1.1.3(c) Parliamentary Research Centre is established but no institutional development strategy is available 1.1.3(b) Research Centre is not yet staffed 1.1.3 (c) No systematized information about research services is available 1.1.3 (d) No methodological and procedural guidance on their services is available	1.1.3(c) A Long-term Institutional Strategy of the Parliamentary Research Centre is elaborated 1.1.3(b) At least 70% of staff (with balanced gender representation) trained and exposed to best international practices; Staff satisfaction rate is above average 1.1.3 (c) Information booklet on Parliamentary Research Services developed and distributed to parliamentary subjects 1.1.3 (d) Methodological handbook of the Research Centre is developed and available for the staff	1.1.3(a) Institutional Strategy of the Parliamentary Research Centre 1.1.3(b) Staff satisfaction survey (by MPs); Training, workshop, study visit materials, agendas, lists of participants; workshop/study visit reports 1.1.3 (c) information booklet on Parliamentary Research Services 1.1.3(d) Methodological Handbook of the Research Centre		

<p>1.2. Parliament's capacities for the Government oversight increased</p>	<p>1.2.1 Facilitate the process of Thematic Inquiries and PLS across Parliamentary Committees</p> <p>1.2.1(a) Number of conducted thematic inquiries/PLS and committees supported</p> <p>1.2.1(b) Number of CSOs equipped with skills to engage and contribute to thematic inquiries/PLS</p> <p>1.2.1(a) No thematic inquiries/PLS have been supported by the previous EU-UNDP project</p> <p>1.2.1(b) Only information sessions on thematic inquiries (and no trainings) were provided to CSOs within the UNDP GRF project; none on PLS</p> <p>1.2.1(a) At least 10 thematic inquiries/PLS and at least 5 out of 16 committees supported</p> <p>1.2.1(b) At least 15 CSOs both from Tbilisi and regions trained on thematic inquiries/PLS</p> <p>1.2.1(a) Thematic inquiry/PLS reports by committees; meeting agendas; media coverage; trainings/study visit reports, agendas.</p> <p>1.2.1(b) CSOs evidence-based submissions; training / workshop materials, agendas, participants' lists, evaluations.</p>			<p>Assumptions:</p> <p>Committees assign priority to the exercise of their oversight function. There is also interest in better collaboration with the civil society and independent state institutions to further the oversight role of the Parliament.</p> <p>There is political will to strengthen parliamentary powers during the state of emergency and administrative capacity to introduce distance working technologies.</p> <p>Risks:</p> <p>Committee leadership might attempt to exclude opposition/minority MPs from Project activities. Political changes in the parliamentary leadership and committees might limit the local ownership and sustainability of Project outputs.</p> <p>Political crisis, opposition boycott might prevent the government party to initiate amendments to the RoP for stronger oversight in emergencies.</p>
<p>1.2.2 Improve collaboration between the Parliament and Independent State Institutions</p>				
	<p>1.2.2/ Availability of best international practices of collaboration between the Parliament and independent state institutions</p>	<p>1.2.2/ General framework for collaboration is provided under the Constitution and RoP; more detailed process based on best international practices is required</p>	<p>1.2.2/ Assessment report including recommendations on further improvement of collaboration between the parliament and independent state institutions is developed and presented to parliamentary leadership</p>	<p>1.2.2/ Assessment report</p>
<p>1.2.3 Increase the oversight powers of the Parliament during the State of Emergency</p>				
	<p>1.2.3/ Availability of regulatory procedures allowing for increased role of the Parliament in emergency situations</p>	<p>1.2.3/ The Constitutional and RoP grant the Parliament with limited role in the states of emergency and do not allow distance mode operandi</p>	<p>1.2.3/ Recommendations to the RoP the amendments and are elaborated and presented to the parliamentary leadership providing for the Parliament's increased role in the states of emergency</p>	<p>1.2.3/ Report including recommendations for the amendments of the RoP</p>

<p>1.3. Enhanced public engagement in parliamentary processes through promotion of participatory democracy and open governance principles</p>	<p>1.3.1 Support the Parliament in the implementation of Legislative Openness Reforms</p> <table border="1"> <tr> <td data-bbox="312 1344 855 1736"> <p>1.3.1(a) Availability of 2021-2022 Action Plan 1.3.1(b) Number of openness commitments implemented</p> </td> <td data-bbox="312 1039 855 1344"> <p>1.3.1(a) 2021-2022 Action Plan is not yet developed 1.3.1(b) None</p> </td> <td data-bbox="312 719 855 1039"> <p>1.3.1(a) 2020-2022 Action Plan adopted 1.3.1(b) At least 3 commitments implemented through project support</p> </td> <td data-bbox="312 459 855 719"> <p>1.3.1(a) Action Plan and Parliament Bureau Resolution on approving the Action Plan www.parliament.ge 1.3.1(b) Open Parliament Action Plan implementation progress reports; strategic documents/legislative amendments www.parliament.ge www.matsne.ge</p> </td> </tr> </table> <p>1.3.2 Support improvement of the Parliament's communications and citizen engagement capacities</p>				<p>1.3.1(a) Availability of 2021-2022 Action Plan 1.3.1(b) Number of openness commitments implemented</p>	<p>1.3.1(a) 2021-2022 Action Plan is not yet developed 1.3.1(b) None</p>	<p>1.3.1(a) 2020-2022 Action Plan adopted 1.3.1(b) At least 3 commitments implemented through project support</p>	<p>1.3.1(a) Action Plan and Parliament Bureau Resolution on approving the Action Plan www.parliament.ge 1.3.1(b) Open Parliament Action Plan implementation progress reports; strategic documents/legislative amendments www.parliament.ge www.matsne.ge</p>	<p>Assumptions: Parliament continues to be committed to legislative openness reforms and views public/citizen engagement as an integral part of its legislative and oversight activities.</p> <p>Risks: Newly-elected MPs do not have openness reforms on their priority agenda; newly-formed Open Governance Council cannot reach cross-party consensus on the reforms to be implemented. Limited staff capacities and insufficient political backing prevent the effective</p>
<p>1.3.1(a) Availability of 2021-2022 Action Plan 1.3.1(b) Number of openness commitments implemented</p>	<p>1.3.1(a) 2021-2022 Action Plan is not yet developed 1.3.1(b) None</p>	<p>1.3.1(a) 2020-2022 Action Plan adopted 1.3.1(b) At least 3 commitments implemented through project support</p>	<p>1.3.1(a) Action Plan and Parliament Bureau Resolution on approving the Action Plan www.parliament.ge 1.3.1(b) Open Parliament Action Plan implementation progress reports; strategic documents/legislative amendments www.parliament.ge www.matsne.ge</p>						

	<p>1.3.2(a) Availability of information for a full spectrum of citizens on how to engage in parliamentary processes</p> <p>1.3.2(b) Status of engagement of diverse groups (women, ethnic and other minorities, youth from rural and urban areas) enjoying access to the public information on engaging in parliamentary process</p> <p>1.3.2(c) Level of systemization of the Legislative Digests in the Parliament</p>	<p>1.3.2(a) 2 types of leaflets available on legislative initiative and citizen petition; no information available to citizens on other engagement tools</p> <p>1.3.2(b) No disaggregated data is being collected</p> <p>1.3.2(c) No legislative digests are being produced</p>	<p>1.3.2(a) Citizen Guide and Parliamentary Guide on Legislative Engagement developed and available through various channels</p> <p>1.3.2(b) Study/Survey on citizens engagement in parliamentary activities is conducted demonstrating engagement status</p> <p>1.3.2(c) Templates for the development of Legislative digests are developed and at least 5 committees pilot elaboration of the digests</p>	<p>1.3.2(a) Citizen Guide on Legislative Engagement www.parliament.ge</p> <p>1.3.2(b) Study/Survey on citizen engagement</p> <p>1.3.2(c) Materials for elaboration of the Legislative digests; elaborated legislative digests</p>	<p>implementation of the communications strategy and action plan.</p>
	<p>1.3.3 Facilitate introduction of Post-2024 constituency outreach framework</p>				
	<p>1.3.3/ Availability of conceptual background on Parliament's constituency outreach in proportional electoral system</p>	<p>1.3.3/ Lack of knowledge of constituency outreach methods in proportional electoral systems</p>	<p>1.3.3/ Comparative study and recommendations on constituency outreach in proportional electoral systems is developed and presented to the parliamentary leadership</p>	<p>1.3.3/ Comparative study report, including recommendations</p>	
	<p>1.3.4 Develop a Civic Education Module about the Parliament of Georgia</p>				
	<p>1.3.4/ Availability of information about the Parliament for the youth</p>	<p>1.3.4/ No information available for the youth about the Parliament, its role and mandate</p>	<p>1.3.4/ Civic Education Module on Parliament for the secondary schools</p>	<p>1.3.4/ Textbooks for students and methodological manuals for teachers</p>	
<p>1.4. Improved institutional</p>	<p>1.4.1 Provide on demand institutional and capacity building support to the Parliament's administrative and committee staff</p>				<p>Assumptions: Parliament continues to be</p>

effectiveness and efficiency through strategic planning and capacity development initiatives	<p>1.4.1(a) Capacity building programs for administrative and committee staff (both men and women) to aid performance of their duties in the new constitutional and legal framework</p> <p>1.4.1(b) Availability of Parliament's e-learning mobile application</p> <p>1.4.1(c) Availability of updated MP Induction Program</p> <p>1.4.1(d) Number of components of the parliament's webpage that were supported by the project to correct/update</p>	<p>1.4.1(a) Trainings are regularly offered to committee and administrative staff</p> <p>1.4.1(b) None</p> <p>1.4.1(c) MP Induction Program is outdated and does not respond to new constitutional and legal framework</p> <p>1.4.1(d) 0</p>	<p>1.4.1(a) At least 200 staff members (with balanced gender representation) trained</p> <p>1.4.1(b) E-learning app created</p> <p>1.4.1(c) MP Induction Program upgraded for newly-elected MPs to reflect new constitutional and legal framework</p> <p>1.4.1(d) 5</p>	<p>1.4.1(a) Training materials, agendas, lists of participants, trainings evaluations</p> <p>1.4.1(b) E-learning app</p> <p>1.4.1(c) MP Induction program design and Training Centre curriculum</p> <p>1.4.1(d) Webpage of the Parliament of Georgia</p>	<p>committed to institutional reforms. Parliament's administrative and committee staff identify their capacity development needs and address the project with respective requests. Administration identifies the importance of continued efficient operations in the states of emergency.</p> <p>Risks:</p> <p>2020 parliamentary and 2024 local elections, opposition boycott and Covid-19 related challenges slow down the implementation of parliamentary reforms, including the development of Parliamentary strategy for the next years.</p>	
	1.4.2 Provide support in Post-2020 Parliament Reform					
	<p>1.4.2 Availability of the Parliament's medium-term Strategic Development Plan</p>	<p>1.4.2 None</p>	<p>1.4.2 Strategic Development Plan (SDP) for 2022-2024 is developed and presented to the parliamentary leadership</p>	<p>1.4.2 Strategic Development Plan; Workshop List of Participant,</p>		<p>committed to institutional reforms. Parliament's administrative and committee staff identify their capacity development needs and address the project with respective requests. Administration identifies the importance of continued efficient operations in the states of emergency.</p> <p>Risks:</p> <p>2020 parliamentary and 2024 local elections, opposition boycott and Covid-19 related challenges slow down the implementation of parliamentary reforms, including the development of Parliamentary strategy for the next years.</p>
	1.4.3 Facilitate the introduction of BCM system and capacities					
<p>1.4.3 Availability of BCM system in the Parliament</p>	<p>1.4.3 None</p>	<p>1.4.3 BCM system introduced</p>	<p>1.4.3 BCM policy paper; Business continuity plans (BCPs) of parliamentary departments</p>	<p>committed to institutional reforms. Parliament's administrative and committee staff identify their capacity development needs and address the project with respective requests. Administration identifies the importance of continued efficient operations in the states of emergency.</p> <p>Risks:</p> <p>2020 parliamentary and 2024 local elections, opposition boycott and Covid-19 related challenges slow down the implementation of parliamentary reforms, including the development of Parliamentary strategy for the next years.</p>		
1.4.4 Support in the Enhancement of Parliamentary Diplomacy system and capacities						

	1.4.4(a) Availability of Parliamentary Diplomacy Framework 1.4.4(b) Availability of a Manual of Protocol Services	1.4.4(a) None 1.4.4(b) None	1.4.4(a) Parliamentary Diplomacy Framework is developed and operational 1.4.4(b) Manual of Protocol Services is developed and used by the parliamentary staff	1.4.4(a) Framework Document; comparative study of the field in other parliaments; 1.4.4(b) Manual of Protocol Services	
2.1. Improved institutional framework and strategic planning at the SCA	2.1.1 Support the SCA in Strategic Planning Process				Assumptions: Council is willing and committed to launch institutional reforms and there's a cross-party consensus on the topic. Risks: Different levels of engagement of elected members and administrative staff in strategic planning process; and/or the process is not consultative nor participatory resulting in unrealistic planning and lack of local ownership.
	2.1.1(a) Availability of the Council's comprehensive needs assessment 2.1.1(b) Availability of the Council's Institutional Development Strategy	2.1.1(a) No comprehensive institutional assessment of the Council has been done 2.1.1(b) Lack of the Council's Institutional Development Strategy	2.1.1(a) Comprehensive needs assessment report of the Council is produced 2.1.1(b) Institutional Development Strategy of the Council is developed	2.1.1(a) Comprehensive needs assessment report 2.1.1(b) Institutional Development Strategy	
	2.1.2 Facilitate the implementation of institutional reforms and capacity building of the SCA				
	2.1.2(a) Number of actions under the Council's Institutional Development Strategy implemented through project support 2.1.2(b) Number of thematic inquiries conducted by SCA 2.1.2(c) Number of SCA staff (both men and women) involved in the capacity building programs to improve their performance through project support	2.1.2(a) 0 2.1.2(b) 0 2.1.2(c) N/A	2.1.2(a) At least 3 actions under the Strategy implemented 2.1.2(b) 2 2.1.2(c) 50	2.1.2(a) Evaluation/assessment reports 2.1.2(b) Thematic Inquiry final reports 2.1.2(c) Training materials, agendas, lists of participants	

<p>2.2. Framework for implementing open governance reforms in the SCA introduced</p>	<p>2.2.1 Support the SCA in ensuring an institutional framework for open governance reforms</p> <table border="1"> <tr> <td data-bbox="268 1344 660 1733"> <p>2.2.1(a) Availability of a dedicated body in the SCA to undertake open governance reforms 2.2.1(b) Number of Openness Action Plans of the SCA adopted through project support 2.2.1(c) Availability of the Monitoring and Reporting mechanism for Openness Action Plans of the SCA</p> </td> <td data-bbox="268 1039 660 1344"> <p>2.2.1(a) No special body assigned in the Council on openness topics 2.2.1(b) 0 2.2.1(c) No monitoring reports are available</p> </td> <td data-bbox="268 719 660 1039"> <p>2.2.1(a) A special body/working group created in the Council to implement and monitor OGP-related reforms 2.2.1(b) 2 2.2.1(c) Self-assessment report on openness action plan 2020-2021 published</p> </td> <td data-bbox="268 456 660 719"> <p>2.2.1(a) Working group charter 2.2.1(b) Openness Action Plans 2.2.1(c) SCA Webpage</p> </td> </tr> </table> <p>2.2.2 Provide Capacity Building support to the local civil society on open governance</p> <table border="1"> <tr> <td data-bbox="730 1344 916 1733"> <p>2.2.2/ Awareness of local CSOs on OGP initiative and their role in the process</p> </td> <td data-bbox="730 1039 916 1344"> <p>2.2.2/ None</p> </td> <td data-bbox="730 719 916 1039"> <p>2.2.2/ At least 5 local CSOs trained on OGP initiative to effectively engage with the Council's OGP-related work</p> </td> <td data-bbox="730 456 916 719"> <p>2.2.2/ Workshop reports, training materials, agendas, participants' lists and evaluations</p> </td> </tr> </table>				<p>2.2.1(a) Availability of a dedicated body in the SCA to undertake open governance reforms 2.2.1(b) Number of Openness Action Plans of the SCA adopted through project support 2.2.1(c) Availability of the Monitoring and Reporting mechanism for Openness Action Plans of the SCA</p>	<p>2.2.1(a) No special body assigned in the Council on openness topics 2.2.1(b) 0 2.2.1(c) No monitoring reports are available</p>	<p>2.2.1(a) A special body/working group created in the Council to implement and monitor OGP-related reforms 2.2.1(b) 2 2.2.1(c) Self-assessment report on openness action plan 2020-2021 published</p>	<p>2.2.1(a) Working group charter 2.2.1(b) Openness Action Plans 2.2.1(c) SCA Webpage</p>	<p>2.2.2/ Awareness of local CSOs on OGP initiative and their role in the process</p>	<p>2.2.2/ None</p>	<p>2.2.2/ At least 5 local CSOs trained on OGP initiative to effectively engage with the Council's OGP-related work</p>	<p>2.2.2/ Workshop reports, training materials, agendas, participants' lists and evaluations</p>
<p>2.2.1(a) Availability of a dedicated body in the SCA to undertake open governance reforms 2.2.1(b) Number of Openness Action Plans of the SCA adopted through project support 2.2.1(c) Availability of the Monitoring and Reporting mechanism for Openness Action Plans of the SCA</p>	<p>2.2.1(a) No special body assigned in the Council on openness topics 2.2.1(b) 0 2.2.1(c) No monitoring reports are available</p>	<p>2.2.1(a) A special body/working group created in the Council to implement and monitor OGP-related reforms 2.2.1(b) 2 2.2.1(c) Self-assessment report on openness action plan 2020-2021 published</p>	<p>2.2.1(a) Working group charter 2.2.1(b) Openness Action Plans 2.2.1(c) SCA Webpage</p>									
<p>2.2.2/ Awareness of local CSOs on OGP initiative and their role in the process</p>	<p>2.2.2/ None</p>	<p>2.2.2/ At least 5 local CSOs trained on OGP initiative to effectively engage with the Council's OGP-related work</p>	<p>2.2.2/ Workshop reports, training materials, agendas, participants' lists and evaluations</p>									
<p>Assumptions: Council is willing and committed to launch openness reforms and there's a cross-party consensus on the topic. Council is also ready to closely cooperate with the local CSOs in the process.</p> <p>Risks: There is limited understanding of the importance and benefits of openness reforms; Local CSOs lack capacities to efficiently contribute into the process.</p>												

VI. MONITORING AND EVALUATION (M&E)

M&E of the project will be conducted using the project-specific logical framework attached to the present description of the action. Reporting shall be made on the results at impact, outcome and output levels, linked to sources of verification presented in the logical framework. Reporting will be carried out through Interim Progress and Final Reports as laid down in the present Description of the Action and general conditions as set out in Annex 2 to the present EU-UNDP agreement and done through EU projects monitoring platform OPSYS, when available to UN organisations. The results framework may be revised for further streamlining by the parties; with that in view, for the better quality of the logical framework and indicators, it is encouraged to get familiar with DG NEAR guidelines on Indicators - P. 45 and the EU Results Framework. Wherever an indicator set out in the project logical framework is also reflected in the EU Results Framework, project reporting will also mention that.

Reporting will be based on evidence-based data collected and analysed using the internal M&E system, and, when relevant, other reliable sources of information. The project M&E system will be completed during the assessment phase, on the basis of the above Results Framework, including the establishment of a robust baseline and the regular collection and analysis of evidence-based data and other information relevant to M&E purposes. On this basis, the project will submit annual progress reports. Reporting will be based on progress as per annual implementation work plans, to be submitted and approved by the Project Board.

The project will support the establishment of the mechanisms required for regular collection, analysis and reporting of evidence-based statistical data, including trainings and other incentives, equipment and complementary materials including baselines/endlines, dedicated research, surveys, needs assessments, results snapshots, lessons learned initiatives, study tours, field and exchange visits, ad hoc evaluations and others.

The project M&E will introduce ad-hoc/quick assessments, needs and capacity assessments and monitoring exercises to be regularly updated. For this purpose, dedicated M&E tools will ensure that specific info is available on the support and the impact of the project considering gender aspects, youth, people with disabilities, ethnic and other minority groups.

Close to its end the project will commission external final evaluation in order to measure project achievements, assess sustainability of its results, identify best practices and provide recommendations that may be used in the future programming.

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the Results Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and manage risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log		

Annex I – Description of the Action - Consolidating Parliamentary Democracy in Georgia, CRIS No ENI/2019/409-831

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	and plans that may have been required as per UNDP's Social and Environmental Standards. Financial transactions and statements shall be subject to the internal and external auditing procedures of the organization as per Article 16.1 of the General Conditions.		is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual project quality assurance	The quality of the project will be assessed against UNDP's quality stancards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Project Board Members	
Review and make course corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections.		
Project reporting	Annual progress briefings will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. Progress and final reports will be submitted to the EU in line with Article 3 of the General Conditions. The Project Board will hold annual meetings, beside ad-hoc meetings as necessary: - for regular project review, guidance and decision making against annual operational (progress) reports submitted at least one week in advance to the meetings, including review annual work plans for the next periods to ensure	Annually (interim reports, payments), and final report (closure)	Annual progress reports and work plans for the following periods should be submitted at least one week in advance to the Project Board annual review meetings		
Project review (Project Board)		Annually	Review, guidance and decision-making on project planning, implementation, M&E. Any quality concerns or slower than expected progress should be discussed by the Project Board and	Project Board members	

Annex I – Description of the Action – Consolidating Parliamentary Democracy in Georgia, CRIS No ENI/2019/409-831

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	implementation is on track, correct deviations if necessary, and ensure realistic budgeting over the life of the project.		management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Project Evaluation	February-2023	EU, Parliament	USD 15,000/Project budget

VII. MULTI-YEAR WORK PLAN

Outcomes, Outputs, Activities		2019				2020				2021				2022				2023	
		IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I
Outcome 1. Strengthened parliamentary performance in the new context of constitutional and legislative framework																			
Output 1.1. Evidence-based policy and law-making processes strengthened in the Parliament																			
Activities																			
1.1.1	Support the Development of Parliament's Policy-Making Capacities		X							X	X	X	X	X	X	X	X	X	X
1.1.2	Provide Support to Parliamentary Committees and Thematic Rapporteurs		X	X						X	X	X	X	X	X	X	X	X	X
1.1.3	Support the Strengthening of the Parliamentary Research Centre	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Output 1.2. Parliament's capacities for the Government oversight increased																			
Activities																			
1.2.1	Facilitate the Process of Thematic Inquiries and PLS across Parliamentary Committees	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.2.2	Improve Collaboration between the Parliament and Independent State Institutions									X	X	X	X	X	X	X	X	X	X
1.2.3	Increase the oversight powers of the Parliament during the State of Emergency									X	X	X	X	X	X	X	X	X	X
Output 1.3. Enhanced public engagement in parliamentary processes through promotion of participatory democracy and open governance principles																			
Activities																			
1.3.1	Support the Parliament in the Implementation of Legislative Openness Reforms	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.3.2	Support the Improvement of the Parliament's Communications and Citizen Engagement Capacities	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.3.3	Facilitate the Introduction of Post-2024 Constituency Outreach Framework														X	X	X	X	X
1.3.4	Develop a Civic Education Module about the Parliament of Georgia		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Output 1.4. Improved institutional effectiveness and efficiency through strategic planning and capacity development initiatives																			

Outcomes, Outputs, Activities		2019				2020				2021				2022				2023	
		IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I
Outcome 2. Improved institutional performance of the SCA																			
Output 2.1: Improved institutional framework and strategic planning at the SCA																			
Activities																			
1.4.1	Provide on demand institutional and capacity building support to the Parliament's administrative and committee staff.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.4.2	Provide Support in Post-2020 Parliamentary Reform	X						X	X						X	X			
1.4.3	Facilitate the Introduction of BCM System and Capacities				X		X	X											
1.4.4	Support in the Enhancement of Parliamentary Diplomacy system and capacities							X	X	X	X	X	X	X	X	X	X	X	X
Output 2.2: Framework for implementing open governance reforms in the SCA introduced																			
Activities																			
2.1.1	Support the SCA in Strategic Planning Process			X		X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1.2	Facilitate the Implementation of Institutional Reforms and Capacity Building of the SCA				X		X	X	X	X	X	X	X	X	X	X	X	X	X
Output 2.2: Framework for implementing open governance reforms in the SCA introduced																			
Activities																			
2.2.1	Support the SCA in ensuring an institutional framework for open governance reforms			X		X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.2.2	Provide Capacity Building Support to the Local Civil Society on open governance			X		X	X	X	X	X	X	X	X	X	X	X	X	X	X
Implementation of Visibility and Communication Plan*																			
	Project closing																		
	PROJECT MANAGEMENT, M&E	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Management, monitoring, reporting	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Project Final Evaluation																		

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

8.1. Governance arrangements

Acknowledging the importance of national leadership and ownership of the donor-funded interventions for achieving tangible results and guaranteeing sustainability of project outputs, the project will be implemented by UNDP through the Full Support to National Implementation Modality (NIM). While UNDP will be responsible for the execution of all the project activities and provision of inputs, including implementation of all support services and management of all project funds, the Parliament and SCA will be engaged in project activity planning and implementation. The Parliament and SCA will be also responsible for resource mobilisation activities as planned and required.

UNDP will undertake overall supervisory and quality assurance role in the project implementation and will use its convening powers where and when necessary.

While the overall implementation of the Project rests with the UNDP, a number of preliminarily defined activities will be carried out in cooperation with the project's responsible parties/grant beneficiaries IDFI and WFD. Both organizations have been selected based on the successful cooperation within the frames of the EU-UNDP Project "Strengthening the System of Parliamentary Democracy in Georgia" and their significant contribution to the project results. At the same time, both organizations are well established, including internationally as they possess demonstrated knowledge and expertise in their respective fields of activity. More specifically:

- IDFI is a Georgian NGO founded in 2009 with the goal to improve government openness, access to information, transparency and accountability. It is the leading civil society organization with strong expertise in OGP work and a supporter of Georgia's engagement in the OGP Initiative both at executive and legislative levels. IDFI Director Giorgi Kldiashvili has been successfully leading the Consultative Group of the Permanent Parliamentary Council on Open Governance since 2015; moreover, in 2017, he has been elected as a CSO member of the global OGP Steering Committee. IDFI has greatly contributed to the establishment of robust cooperation between the Council and its Consultative Group comprised of civil society and international organizations; its role has been also critical in the successful implementation of openness reforms in the Parliament.
- WFD is a UK-based organization dedicated to supporting democracy around the world. It is also a constituent member of the European Partnership for Democracy (EPD), the Brussels-based umbrella organisation for European democracy assistance organisations. Established over 25 years ago, the WFD has a long history of managing parliamentary strengthening programmes globally, including in Georgia. Holding deep knowledge of the Westminster parliamentary practices, ability to mobilize strong expertise in the field and excellent knowledge of the local context is a valuable asset of the organization. Relevant to the current project scope (and as mentioned in the above sections), WFD has supported the Parliament of Georgia to pilot its first ever thematic inquiry and PLS. As part of this support, the organization prepared special guidebooks which are the main methodological documents for the Parliament of Georgia in these areas. Besides, the WFD has done assessments in multiple countries on the interaction

between the legislative branches and independent state institutions. The organization has also strong partnership with the Legislative Assemblies Business Continuity Network (LABCoN) which provides support to national parliaments in embedding business continuity systems.

In view of the above, IDFI will continue implementing the components of the Project related to open governance both at the Parliament and SCA levels. The organization will cover the following activities under Outcomes 1 and 2:

- Activity 1.3.1 – Support the Parliament in the implementation of legislative openness reforms;
- Activity 2.2.1 – Support the SCA in ensuring an institutional framework for open governance reforms; and
- Activity 2.2.2 – Provide capacity building support to the local civil society on open governance.

As for WFD, it will cover the below listed three activities under the Outcome 1 which are related to sharing of the Westminster practices of undertaking thematic inquiries and PLS – two powerful oversight mechanisms originating in the Westminster Parliament and introduced in the Parliament of Georgia under the newly-adopted RoP; sharing best international experiences of effective interaction between the legislatures and independent state institutions; and introducing international practices in managing business continuity in legislatures:

- Activity 1.2.1 – Facilitate the process of thematic inquiries and PLS across parliamentary committees;
- Activity 1.2.2. Improve collaboration between the Parliament and Independent State Institutions; and
- Activity 1.4.3 – *Facilitate the Introduction of BCM System and Capacities.*

Pursuant to the Full Support to NIM framework, the National Project Director (NPD) is a senior official of the Parliament. Currently, the relevant role will be assumed by the Head of Cabinet of the Speaker of the Parliament.

The Project will be coordinated by a Project Board composed of representatives from EU, UNDP, Parliament and SCA. Local and international organizations mentioned above will be invited to the Project Board meetings as a regular practice. A proposed structure is presented in the chart below. The Project Board is expected to provide overall guidance and decision-making support during all phases of project implementation and will grant final approval on sub-grants in case the grant is not incorporated in the project documentation. The Project Board is proposed to meet annually, although meetings could be called by any of the members at any time to discuss any particular issue of concern. The first Project Board shall be held within three months after the project launch.

The project shall be implemented in Tbilisi and in Batumi, Ajara with the overall effect for the whole territory of Georgia.

8.2 Management arrangements

The key project management functions will be performed by the Project Manager. In particular, the Project Manager will be in charge of:

- Administrative oversight and internal controls, in procurement, recruitment, financial management, administration and human resources processes will be exercised by the Project Manager with a respective management experience and a solid understanding of UNDP procedures. The Manager will be responsible to ensure that project implementation is in line with the conditions set forth through the EU-UNDP agreement, and all UNDP rules and regulations are respected throughout project implementation
- Coordination and supervision of institutional relations with the project beneficiary and other stakeholders to ensure timely and appropriate institutional ownership and engagement in the planning and implementation of the project activities
- Representational tasks of the project
- Communication and reporting to the EU Delegation.

The Project Manager will be accountable to the Project Board for achievement of the project objectives. Internally within UNDP, the project manager will report to UNDP DG Team Leader.

In addition, as part of the Project Core Team, UNDP will engage an Institutional Development Specialist (for the whole project) and a Project Officer (for Outcome 2; based in Ajara). Project support staff, including Administrative/Finance Assistant and driver/logistician, will support implementation of all project outputs.

Local and international consultants will provide technical expertise to the beneficiaries in different areas covered by the Project. High-level advisers will be invited on an ad-hoc basis to provide overall guidance and policy advice to the Parliamentary leadership on key aspects of on-going institutional and legislative reforms and initiatives. Where needed, the Project will also engage local and international organizations to provide expertise and facilitate implementation of concrete components under the Project.

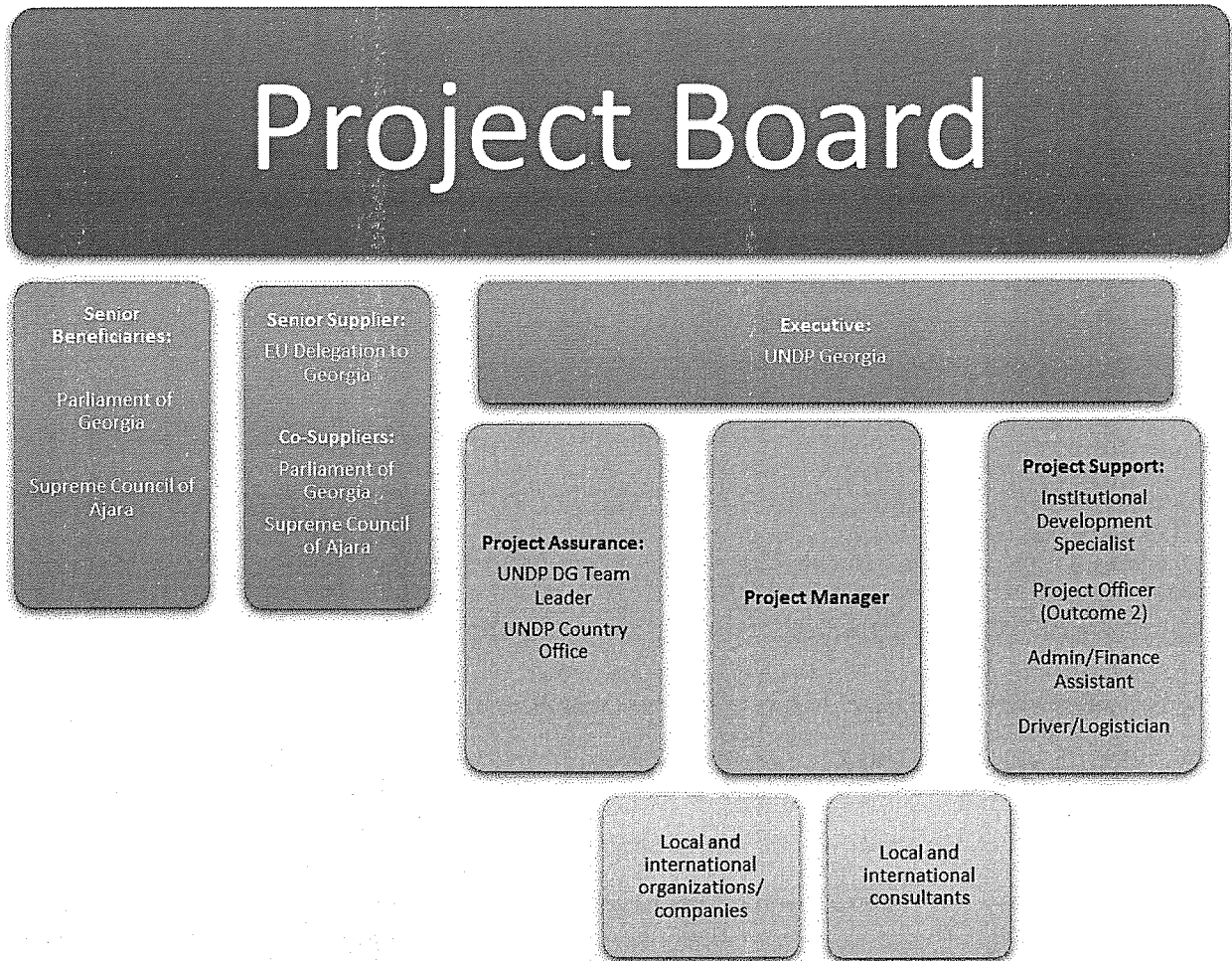
UNDP DG Team Leader will provide quality assurance for financial matters and reporting and advice project personnel on financial, administrative and reporting procedures.

UNDP Programme Associate will be responsible for providing administrative advice and supporting project implementation from the Country Office.

UNDP Communications Analyst will provide advice on all communications-related matters and supports the project in the implementation of its Communication and Visibility Plan.

UNDP Country Office will support the project in the following areas: human resources management services, financial services, procurement and contracting services as well as with logistics and administration.

Project Organizational Charter



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the government of Georgia and UNDP, signed on 1-Jul-1994. All references in the Standard Basic Assistance Agreement (SBAA) to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

The project will be implemented by UNDP Georgia in accordance with its financial regulations, rules, practices and procedures.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA] the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an

appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- g. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- h. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- i. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Budget for the Action (2019-2023), CRIS		Initial Budget					Amended Budget #1					Amended Budget #2					Difference to Amended Budget #1	Comment
Code	Costs	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)					
1. Human Resources**																		
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)																		
1.1.1 Technical																		
1.1.1.1 Local Experts																		
		Per Person/da	200	170.00	34,000.00	Per Person/da	535	250.00	133,750.00	Per Person/da	480	250.00	120,000.00	-13,750.00	Due to the lack of interests of some of the selected Thematic Reporteurs to engage in report development activities, the project anticipates that less local consultants will be required until the end of the project life cycle			
		Per Person/da	190	550.00	104,500.00	Per Person/da	152	550.00	83,600.00	Per Person/da	150	550.00	82,500.00	-1,100.00	Project will not hire additional international consultants until the end of the project life cycle			
1.1.2 International Experts																		
1.1.2.1 Administrative/ support staff																		
	1.1.2.1.1 Project Manager	Per month	36	2,450.00	88,200.00	Per month	36	2,450.00	88,200.00	Per month	36	2,450.00	88,200.00	0.00				
	1.1.2.1.2 Project Admin/Finance Assistant	Per month	36	1,600.00	57,600.00	Per month	36	1,600.00	57,600.00	Per month	36	1,600.00	57,600.00	0.00				
	1.1.2.1.3 Institutional Development Specialist	Per month	36	2,200.00	79,200.00	Per month	36	2,200.00	79,200.00	Per month	32	2,200.00	70,400.00	-8,800.00	Adjustments of no changes in 1.1.2 reflect overall savings required for the salaries of the project staff until the end of the project taking into consideration 1) additional number of units (due to no-cost extension) and 2) vacant positions throughout of the project life cycle 3) changes in modalities of staff employment by workshop			
	1.1.2.1.4 Diversal Consultant	Per month	36	700.00	25,200.00	Per month	36	700.00	25,200.00	Per month	40	700.00	28,000.00	2,800.00				
	1.1.2.1.5 Project Admin/Finance SCA	Per month	18	2,500.00	45,000.00	Per month	30	2,200.00	66,000.00	Per month	32	2,200.00	70,400.00	4,400.00				
	1.1.2.1.6 Project Admin/Finance Assistant - SCA (50%)	Per month	18	2,500.00	45,000.00	Per month	0	0.00	-	Per month	0	0.00	-	0.00				
	1.1.2.1.7 UNDP CO DGS Team Leader (15%)	Per month	5/4	5,500.00	27,500.00	Per month	5/4	5,300.00	26,620.00	Per month	5/4	5,300.00	26,620.00	0.00				
	1.1.2.1.8 UNDP CO Programme Associate (15%)	Per month	5/4	3,200.00	16,000.00	Per month	5/4	3,200.00	17,280.00	Per month	5/4	3,200.00	17,280.00	0.00				
	1.1.2.1.9 UNDP CO Communications Analyst (8%)	Per month	2/88	5,300.00	15,264.00	Per month	2/88	5,300.00	15,264.00	Per month	2/88	5,300.00	15,264.00	0.00				
	1.2 Per diems for missions/travel																	
	1.2.1 Abroad (staff/beneficiaries assigned to the Action)	Per person/da	80	250.00	20,000.00	Per person/da	20	250.00	5,000.00	Per person/da	0	0.00	-	-5,000.00	Due to short remaining period and based on the value-for-money analysis, the project has canceled study visits abroad, which has resulted in decreased amount of required per diems abroad.			
	1.2.2 Local (staff assigned to the Action)	Per person/day	30	100.00	3,000.00	Per person/day	42	70.00	2,940.00	Per person/day	45	70.00	3,150.00	210.00	As the Covid-19 pandemic has subsided more activities are being held in person. Moreover, as activities supported by the project includes travel outside Thrissil (Thematic Inquiries hearing in the regions, workshops) this line was slightly increased			
Subtotal Human Resources																		
	2. Travel**				543,064.00				602,654.00				591,414.00	-4%				
	2.1 International travel of staff/participants (40 flights, round trip)	Per flight	40	600.00	24,000.00	Per flight	10	800.00	8,000.00	Per flight	0	0.00	-	-8,000.00	Same as 1.2.1			
	2.2 Travel of international consultants (12 consultants, round trip)	Per flight	12	600.00	7,200.00	Per flight	6	1,500.00	9,000.00	Per flight	6	1,500.00	9,000.00	-				
	2.3 Local transportation	Per event	20	300.00	6,000.00	Per event	20	250.00	5,000.00	Per event	33	300.00	9,900.00	4,900.00	Same as 1.2.2			
	3. Equipment and supplies**				37,200.00				22,800.00				18,900.00	-47%				
	3.1 Computer equipment and respective supply	Per item	4	1,000.00	4,000.00	Per item	6	1,200.00	7,200.00	Per item	6	1,200.00	7,200.00	-				
	4. Local office**				4,000.00				7,200.00				7,200.00	0%				
	4.1 Vehicle costs	Per month	36	246.50	8,946.00	Per month	36	250.00	9,000.00	Per month	40	240.00	9,600.00	600.00	Increased due to extended timeframe of the project life cycle (4 months)			
	4.2 Consumables - office supplies	Per month	36	149.00	5,364.00	Per month	36	145.00	5,219.94	Per month	40	130.25	5,209.94	-10.00	Adjusted to reflect the extended timeframe (4 months) and project's overall purchase experience of office supplies during the previous period			
Subtotal Local office																		
	5. Other costs, services**				14,310.00				14,219.94				14,809.94	4%				
	5.1 Publications	Per publication	5	1,500.00	7,500.00	Per publication	0	0.00	-	Per publication	0	0.00	-	-				
	5.2 Studies, research, consultancy - companies	Per study	2	18,000.00	36,000.00	Per study	4	14,000.00	56,000.00	Per study	2	23,000.00	46,000.00	-10,000.00	Project will not commence additional studies until the end of the project life cycle			
	5.3 Evaluation costs	Per evaluator	1	15,000.00	15,000.00	Per evaluation	2	8,500.00	17,000.00	Per evaluation	3	6,000.00	18,000.00	1,000.00	In addition to the project's final evaluation cost, expenses related to annual financial spotchecks of the project's implementing partners (DPI & WFD) has been added			
	5.4 Translation, interpreters	Per person/da	100	300.00	30,000.00	Per person/day	40	300.00	12,000.00	Per person/day	70	300.00	21,000.00	9,000.00	The improved epidemiological situation allowed us to conduct conferences/workshops/events in person. This, scheduled programme activities requiring a physical presence, have been resumed. In addition, previously unforeseen events, that are in line with the project's overall strategy, have also been planned until the end of the life cycle of the project. Under these circumstances, more funds are needed on this line.			
5.5 Costs of conferences/seminars/events																		
		Per event	57	2,000.00	114,000.00	Per event	50	1,400.00	70,000.00	Per event	75	1,250.00	93,750.00	23,750.00				
5.6 Visibility actions																		
	Subtotal Other costs, services	Per year	3	37,857.65	113,572.94	Per year	3	37,857.67	113,573.00	Per year	3	37,857.67	113,573.00	0.00				
	6. Grants to Responsible Parties**				316,072.94				268,573.00				292,323.00	9%				
	6.1 WFP				350,000.00				350,000.00				350,000.00					
	6.2 DF				290,000.00				290,000.00				290,000.00					

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Subtotal Grants to Responsible Parties												
7.	Subtotal direct eligible costs of the Action (1+8)										640,000.00	640,000.00
8.	Provision for contingency reserve (maximum 5% of 7 subtotal of direct eligible costs of the Action)										1,554,646.94	1,554,646.94
9.	Total direct eligible costs of the Action (7+ 8)										1,554,646.94	1,554,646.94
10.	Remuneration											
10.1	% of direct costs - (EU, Parliament, SCA share)*										110,353.06	110,353.06
Subtotal Remuneration												
11.	Total eligible costs (9+10)										1,665,000.00	1,665,000.00
12.	Taxes											
13.	Total accepted costs of the Action (11+12)										1,665,000.00	1,665,000.00

* For budgeting purposes the indirect cost (remuneration cost) is calculated as a % of the total eligible direct costs - whereas as per the UNDP-EU agreement the applicable rate for the EU contribution is 7% of the total eligible direct cost and 8% for other donors - Parliament and SCA.

** For the purpose of interpreting clause 11.3 of the General Conditions, the budget heading is understood as subtotals* 1, 2, 3, 4, 5 and 6

