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United Nations Development Programme
Country: Georgia
Strengthening the System of Parliamentary Democracy in Georgia
Project Document

UNDAF Outcome(s): 2. Democratic development through balanced, independent, fair and participatory governance systems and processes promoted at all levels, based on rule of law, human rights and equality principles.

Expected CP Outcome(s): 2.3. Balanced legislative, executive and judicial branches of power underpinning consolidated democracy and state stability.

Expected Output(s): 2.3.2. Technical and functional capacities of the legislative branch enhanced

Executing Agency: United Nations Development Programme (UNDP)

Implementing Agencies: Parliament of Georgia, Westminster Foundation for Democracy (WFD), Policy and Management Consulting Group (PMCG), Centre for European Security Studies (CESS)

Brief Description

The Project aims to establish the Georgian Parliament as a credible institution with an essentially greater role in national policy-making and European integration in the framework of the newly enforced constitutional system. This will be accomplished through focusing on three strategic directions:
(a) Improving effectiveness of the Parliament as an institution, through providing support in developing the Parliament's institutional reform plan, revising the parliamentary rules of procedure and strengthening Parliament's relations with international counterparts, as well as ensuring effective communication to public;
(b) Strengthening the Parliament's policy-making and oversight capacities through establishing a pool of high-level international advisors to offer strategic advice to the parliamentary leadership, and provide support to the selected sector committees to strengthen their operational, as well as sectorial policy-making and oversight capacities;
(c) Enhancing the Parliament's role in the European integration process through providing capacity development support to the Committee on European Integration, including the development of the Committee's roadmap reflecting the short, medium and long-term priorities to advance the European integration agenda, as well as facilitating the Committee's cooperation with the European stakeholders and encouraging its active dialogue with the public on the European integration issues.

Programme Period:	2014-2016	Budget:	2,277,701.78 USD
Key Result Area (Strategic Plan):	2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance	Total resources required	<u>2,277,701.78 USD</u>
Atlas Award ID:	00057935	Total allocated resources:	_____
Start date:	19-Feb-2014	• Regular (TRAC)	_____
End Date:	31-Aug-2016	• Other:	
Management Arrangements:	NIM	o European Union	2,051,983.58 USD
		o Government	225,718.20 USD

Agreed by UNDP:
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David Usupashvili
Chairperson of the Parliament of Georgia

Date:

Date:

I. SITUATION ANALYSIS

The October 2012 parliamentary elections have brought about a remarkable development to Georgian politics: the first peaceful transfer of power between democratically elected governments. One year later, the October 2013 presidential elections resulted in a yet another peaceful hand-over of the powers. As Georgia enters the consolidation phase of its democratic system, building and sustaining strong state institutions play an increasingly decisive role.

The Georgian Parliaments elected in 2004 and 2008 were largely filled by members of the United National Movement (UNM) while few parliamentary seats were taken by opposition representatives. As a result of the 2012 and 2013 elections, the "Georgian Dream", a coalition comprising six political parties with different ideological orientations, took over legislative and executive powers.

In contrast to the previous parliaments, the current Georgian legislature has a strong representation of the opposition as the former ruling party (UNM) holds about 40% of the seats. For the first time in the recent history of independent Georgia, the previous ruling party has remained in Parliament with a sizable share of seats, and thus with sufficient capacities to create a political balance with the parties currently holding the political majority.

Analysing the Parliament's powers vis-à-vis the government, the Parliament has the possibility to question officials from the executive and can establish commissions to investigate the executive. The Georgian Parliament has the power to influence and scrutinize the national budget throughout all stages. The Prime Minister, as the chief executive, as well as the cabinet of ministers, is approved by the parliament. Georgian MPs are prohibited from serving simultaneously in ministerial positions.

In March 2013, the parliament adopted a set of constitutional amendments reducing presidential powers in favour of the Parliament and the Government it forms. This has been a significant step towards creating conditions for the development of an effective system of checks and balances. The constitutional amendments, which entered into force after the inauguration of the new President in November 2013, transformed Georgia into an essentially parliamentary republic, thus putting even more emphasis on Parliament and increasing its role within the political system.

A window of opportunity has opened to support the Georgian Parliament to exercise its full potential within the new distribution of power. However, challenges remain in terms of Parliament's effectiveness in exercising its policy-making, legislative, representative and oversight functions.

In 2012-2013, the EU Delegation supported a large scale needs assessment of the Parliament, conducted by the Policy and Management Consulting Group (PMCG). The needs assessment report identified a series of shortcomings in Parliament's operations, especially in the legislative and oversight areas and in its institutional functioning. The following are some of the needs and performance gaps identified, as directly relevant for this project:

1. law-making function: deficiencies in document flow; absence of a searchable electronic database of laws; lack of institutional capacities to conduct policy planning and evaluation; excessive speed of the legislative process and associated risks; deficiencies with legislative initiatives on the part of the MPs; lack of institutional capacities to assess fiscal or economic effects of initiated draft laws; insufficient public engagement into the law-making process.
2. Oversight function: lack of periodic, consistent public hearings of government officials in the Parliament; inefficient use of the examination reports of the State Audit Office; shortcomings in the regulatory framework; lack of access to international best practices of parliamentary oversight of governments.
3. Representation function: capacity gaps of MP bureau staff; low public awareness with regard to the mandate of the Parliament; limitations for MPs elected through the

proportional system to communicate or interact with their electorate; deficiencies in Parliament's reporting mechanism.

4. Organization of Parliament's communications: inadequate structure and overlapping functions within Parliament's structures; inefficient use of communication channels; lack of qualified staff; absence of communications strategy action plan; absence of the media centre.

Taking into account the PMCG Needs Assessment, UNDP has organized comprehensive consultations and analysed in further detail the performance gaps of parliament with a view to identify the areas of potential support.

As far as the parliament's **institutional development** is concerned, the EU's Comprehensive Institution Building program requires the legislature to prepare a multi-annual Institutional Reform Plan (IRP). Other governing institutions are also required to develop such multi-annual institutional reform plans to enhance their capacity to carry out reforms required for the implementation of the EU-Georgia Association Agreement. Parliament neither has a structured approach to international parliamentary relations, and the respective vision and initiatives remain weak. The PMCG Needs Assessment also identified considerable gaps in the parliament's organization of its communication and outreach. Current Parliament functions under Rules of Procedure (RoP), which have not been re-aligned yet with the latest constitutional amendments. In addition, new constitutional revision process is planned during 2014, after which the Procedural Issues and Rules Committee of the parliament will also need to comprehensively review the parliamentary rules.¹

In terms of the parliament's **law making and oversight** function, parliamentary committees are the venue where the detailed work of the parliament takes place. While committees have become more professional and active during the previous term of the Georgian parliament, a number of substantial challenges remain. Parliamentarians, as politicians acting as drivers of change are required to master a number of skills in the areas of policy analysis, negotiating and developing political compromises. Committee staff support is mostly limited to administrative tasks. Qualified, trained, skilled committee secretaries with the ability to facilitate committee work, with knowledge of the relevant Government departments, working knowledge of the subject area of the committees, and the availability of competent legislative researchers are scarce in the parliament. More work is yet to be done to standardize minutes and committee report templates, to consolidate the practice of preparation and submission of committees' performance reports, to develop a structured approach towards regular formal and informal consultations, work plans and committee procedures. Substantial technical expertise on the areas of work of the committees is often insufficiently available to parliamentarians and access to local or international expertise is limited. Budgetary and financial scrutiny by sector committees remains weak. Parliamentary committees have not yet developed the practice of utilising reports produced by the State Audit Office (SAO).

In terms of the parliament's role in the **European integration** process, it is worth mentioning that there is a sustained cross-party consensus among ruling and opposition parties in favour of accelerated EU integration, as confirmed by the unanimous adoption by the Georgian Parliament on 8 March 2013 of a Resolution re-affirming the country's European and Euro-Atlantic aspirations. The Eastern Partnership Summit in Vilnius on 28-29 November 2013 and the initialling of the Association Agreement (AA) along with the Deep and Comprehensive Free Trade Area (DCFTA) provide a clear political road map while increasing the law harmonization agenda. Knowledge on European issues among parliament staff and throughout all structures of the institution of parliament is not yet sufficiently developed to be able to meet the EU integration requirements in the years ahead. The vital role of parliament in European integration, as well as the basic principles and structures of the EU, are not really well known to the general public, CSOs and other stakeholders.

¹ The proposed amendments would serve to align the document with the constitutional changes and Parliament's enhanced capacities. It yet needs to be seen what type of constitutional changes will finally be proposed.

In view of these challenges, UNDP and the parliament aim to work together, building upon the earlier support provided by UNDP. While the defined project components will address the priorities identified above, taking into account the findings of the July 2013 end-of-project evaluation and the lessons learned from the previous UNDP parliamentary project, a reasonable level of flexibility should be maintained to address emerging requirements, which may become key for attaining the defined project objectives and results. The project is expected to start early 2014. The project will be composed of 2 phases, of 30 months each. The activities outlined in the following pages cover the first phase of the project implementation.

The EU policy documents and instruments such as the European Neighbourhood Policy (ENP) Action Plan on Georgia, Sector Policy Support Programmes, annual Progress Reports, the Association Agreement, etc. refer to the need of strengthening the capacities of state institutions. It also encourages the government to harmonize legislation and practices with the EU standards.

UNDP Georgia through its Project – “Strengthening the Effectiveness and Transparency of the Parliament of Georgia” – began to support the institutional strengthening of the Parliament with a particular focus on enhancing the operational capacities including basic infrastructure of the Parliament during 2004-2008. A second project – “A Strong Parliament in a Consolidated Democracy” – took place between 2010 and 2013. It made greater focus on substantive issues and was designed around four components: budget processes, local governance reform, human resources management & lawmaking, and international partnerships. The previous UNDP interventions supported functioning of a selected number of Committees. Such experience helps with the correct understanding of the opportunities and challenges related to legislative and oversight work in the parliament. UNDP’s experience in supporting the Budget and Finance Committee in raising its capacities in budgetary oversight will be extensively used with the sector committees in strengthening their capacities for financial oversight of respective government agencies and sectors. UNDP’s experience in assisting the Committee on Local Governance during the previous mandate of parliament in the harmonization process of sectoral legislation with the Council of Europe recommendations will be very beneficial in assisting sectorial committees in verifying harmonization of legislation with the EU Acquis Communautaire. The communication and outreach related activities will certainly draw heavily on Communications Strategy already developed within the previous project framework.

The previous interventions have provided UNDP with a solid basis to assess the situation, create a significant network of partners as well as generate institutions knowledge.

II. STRATEGY

Successful execution of the new project will strengthen the Parliament as an institution, enhance the strategic direction by the Parliament's leadership, strengthen the functioning of the committees in reviewing legislation and exercising oversight, strengthen parliamentary structures (committees and departments engaged in the process), and facilitate clearer procedures and better qualified staff and MPs to meet the new demands of the parliamentary republic and European integration challenge.

The project aims at establishing the Georgian Parliament as a credible institution with an essentially greater role in national policy-making and European integration in the framework of the newly enforced constitutional system.

Firstly, the project aims at improving the effectiveness of the Parliament of Georgia, as an institution, by reviewing the systems and procedures governing its work. Such review is required due to the enhanced parliamentary role after the recent constitutional changes from presidential to parliamentary system of governance. The review of the systems and procedures of parliament

will take place through the development and adoption by parliament of an 'Institutional Reform Plan' (IRP), as well as revisions to the Parliamentary Rules of Procedures (RoP). The project will thus support the parliament in developing such plan in an inclusive manner, including by improving parliamentary Rules of Procedure (RoP) and strengthening the institutional capacity for managing effective communications and international parliamentary relations.

Secondly, the project aims at strengthening the capacities of the Parliament to effectively exercise its legislative and oversight functions through developing the respective knowledge of parliamentarians and committee staff. The administrative and operational capacities of committees will be strengthened to review legislation and exercise oversight including through budgetary and financial monitoring. The committee support will be mainly directed to four selected committees of Human Rights, Agriculture, Environment, Health and Social Affairs. Although, generalized skills trainings will be open to staff of all committees. The project will also provide high-level advisory support to the Office of the Chairperson of the Parliament, thus facilitating stronger strategic leadership in matters of legislation and oversight.

Thirdly, the project aims at enhancing the role of the Parliament in the European integration process. While such process is complex and lengthy in time, it certainly goes beyond a technical legislative approximation exercise. Public outreach and communication on European policies and institutions are an integral part of the process. Thus, the project will support parliament in legal approximation exercises as well as in the public outreach, taking note of the experiences of other European countries, which have recently joined the EU, as well as EU institutions such as the European Parliament (EP). This project will thus focus on strengthening the knowledge and understanding of MPs and staff on European integration issues and processes.

UNDP aims at meeting the goal by employing international best practice relevant to Georgia and by providing quality impartial advice and support to the Parliament. UNDP will implement the project in a gender-sensitive way, in synergy with other UNDP projects in the governance sector and in consultation with parliamentary assistance projects of other organizations.

The project with the overall cost of Eur 3,330,000 is divided in two phases of 30 months each. The following pages detail the activities in the first phase from February 2014 to August 2016, with a budget of Eur 1,665,000. The second phase will be based upon the results of the first phase as identified in the mid-term evaluation and the respective activities will be elaborated in close partnership with the Parliament carefully considering the advice from the EU Delegation.

As outlined above, the project consists of three modules as follows:

1. Effectiveness of the Parliament, as an institution, improved

As mentioned above, the needs assessment of parliament has revealed a number of persistent challenges for the parliament, as an institution, in performing its functions more effectively. Some of the identified institutional challenges are related to deficiencies and excessive speed of the legislative process; deficiencies in the government oversight and lack of periodic, consistent public hearings of government officials; lack of access to international best practices of parliamentary oversight of governments; limited public awareness with regard to the mandate of the Parliament and inadequate communication with public. Consequently, substantial work is ahead to streamline parliament's procedures and operations, as well as build up the respective capacities at various departments to address the current gaps.

The activities of the project in this component will therefore concentrate in three directions:

1.1. Based on the institutional needs assessment, support the parliament to develop a comprehensive and overarching Institutional Reform Plan (IRP) for the mid-term period in a participatory and inclusive manner.

The EU Comprehensive Institution Building program aims at building effective institutions central to implementing the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA). In the Parliamentary context, this calls for the development and consistent implementation of the multi-annual Institutional Reform Plan (IRP). The IRP will define a vision and form a foundation for enacting substantive institutional reforms to build up parliament's administrative capacities.

The project will provide technical advice to the parliament to lead the inclusive process of developing the plan. The plan shall define a comprehensive road map for the parliamentary leadership and staff to implement sustainable institutional reforms, estimate required resources and define a scheme of monitoring and evaluation of the progress.

After endorsement of the plan, the project will delineate concrete areas of support. This may include, but not be limited to supporting the parliament in developing its own Programme Budget, that will translate the priorities of the IRP into the resourced programmes run by the parliament; as well as supporting the parliament in creating an effective system of donor coordination.

- The Parliament will be provided with technical advice on the inclusive drafting process and the content of the main components of the institutional reform plan, with the aim to put in place sustainable mechanisms and policies for parliamentary strengthening.
- As part of the technical advice, an "implementation road map" for the plan will be prepared, indicating the required resources, responsibilities for implementation, preparing Annual Work Plans, mid-term review of the Plan, etc.
- Based upon the priorities of the IRP, the Parliament's Financial Department and the Administration at large will be able to call upon the advice of the project in developing the parliament's annual budget.
- The project will support Parliament's lead role in donor coordination, by providing the Terms of Reference for an effective donor coordination mechanism, including proposed objectives, membership & chair of the donor coordination group, meeting frequency, sharing of information, and options on coordinated and joint activities. The ToR for the donor coordination mechanism will aim to ensure that donor assistance is provided in line with the priorities of the IRP. The project will, during its first year, be available to assist in secretariat tasks for donor coordination, with an understanding that Parliament will take over this function to itself at a later stage.

1.2. In line with the needs assessment and the IRP, provide support to the respective parliamentary departments to improve parliament's relations with international counterparts, and the communication with the public.

While the Parliament's Department for International Relations provides support services to members and staff in the areas of receiving delegations, international travel, protocol and translation, the parliament lacks a clear policy framework and the capacity to effectively conduct inter-parliamentary and international relations. The project will thus work with the parliament to enhance parliament's international relations through building up technical, analytical and administrative capacities of the staff at international relations department. As a result, it is envisaged that the parliament will strengthen its cooperation with the European Parliament, EURONEST PA, OSCE PA, PACE, IPU, as well as with other national parliaments, including Visegrad Plus format, etc.

- The project will work with the parliament in defining its needs and objectives in terms of international relations and how those can best be met. The technical advice will result in a commonly agreed Concept Paper on Georgia's inter-parliamentary relations policy, for endorsement by the Bureau of Parliament.

- Taking into account this concept paper, the project will conduct a review on current practices of the interaction of Georgia's Parliament with the EURONEST PA, OSCE PA, PACE, IPU, liaison with the relevant European Parliament delegation and the EU-Georgia parliamentary cooperation committee, parliamentary friendship groups, new forms of parliamentary cooperation with national parliaments of EU Member States including Visegrad Plus format, etc. The Study will also provide recommendations on options to strengthen the interactions.
- Based upon the priorities in the IRP and the above mentioned concept paper, the current institutional framework and capacities of the International Relations Department will be analysed, and recommendations provided on its strengthening. The experience of similar parliamentary Departments in other European countries will also be taken into account.
- The project will facilitate hand-on coaching and advice to staff of the International Relations Department in terms of building structures and procedures within parliament for strengthening the outputs in inter-parliamentary relations. To this extent, the project will assist in drafting Standard Operating Procedures (SOPs) related to the Parliament of Georgia's engagement in inter-parliamentary relations.
- The project will support the Parliament in the implementation of the above recommendations through provision of international expertise, workshops and conferences, including during the 2nd phase of the project operation.

Parliamentary outreach and communication will also warrant a special attention. With the assistance of UNDP, the parliament adopted a comprehensive and its first ever communications strategy, which aims at enhancing transparency, access to information and public participation in the legislative process. However, more efforts are required to develop a pro-active culture of parliamentary communication and outreach, making use of different tools and technologies, including innovative methods. Public access to legislative, research and analytical documents preserved in the Parliament's archives also need to be ensured through digitalizing the voluminous information and making it available online. Additionally, Parliament lacks experience in participatory law-making, sometimes leading to insufficient response to the public's most pressing needs. Therefore, the project will support parliament in the implementation of its communications strategy, reaching out actively to the public and engaging people in policy-making. The project will specifically encourage the parliament in introducing the innovative measures for public outreach and engagement as social platforms, web-based and electronic media gaining an increased importance in the Georgian society.

- Based upon the priorities in the IRP, the project will work with the Parliament in the implementation of its communications strategy, through technical assistance on the development of a specific, concrete and resourced Communications Action Plan with an effective monitoring and evaluation aspects included.
- The project will organize a Training of Trainers (ToT) for staff of the Public Relations and Information Department. Topics will include building media relations, using social media tools, drafting press releases, conducting media monitoring, etc. The project will develop a curriculum for training of staff of the Department in the area of communication and outreach. The ToT will ensure sustainability of the action, as the trained staff will be well equipped to provide trainings to relevant staff (especially newcomers) on how to manage public outreach related tasks.
- The Chairperson of Parliament and the Public Relations and Information Department have new opportunities at hand to strengthen parliamentary openness in Georgia, in the framework of the "Open Government Partnership"², a new multilateral initiative that aims at securing concrete commitments from governments and parliaments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance.

² www.opengovpartnership.org

Some European national parliaments such as Germany, Ireland, Portugal, Latvia, Romania, etc., have a practice of putting citizen petitions to a vote in the Parliament, provided certain conditions on the representative nature of the proposal are met. Drawing upon such experiences and the analysis of lessons learned, the project will draft an options paper for consideration by the Bureau of Parliament on possibilities to adopt similar approaches in Georgia. In case the proposal is accepted, technical expertise to put the initiative in motion will be facilitated. A web-based platform may be used for debating over such initiatives among the public including with the parliament. This would promote the Parliament's representative function and strengthen the civil society role in shaping national policies. The initiative will be implemented in coordination with the Ministry of Justice that, on behalf of the Georgian Government, has committed under the "Open Government Partnership" initiative to establish the similar resource. The initiative will also be consulted with the Committee on Petitions of the European Parliament.

- Civil Society can be an important partner of Parliament in upgrading its outreach and communication efforts. The parliament will be advised to streamline interaction with civil society, as much as possible, throughout all outreach initiatives of parliament, in particular in terms of use of social media and web-based consultations.
- Throughout the years, Parliament has worked on numerous documents, including legislative, analytical and research papers that are of historic and informative value. The archived documents are used by Members and staff of the Parliament during the legislative work and the absolute majority of these documents are also officially open for public use. However, considering the lack of adequate information technologies, most of the documents are kept in hard copies, limiting their access to wider public. To address the issue, the project will support the Parliament with special IT equipment (scanner) to digitalize voluminous materials and ensure their online access for public use.

1.3. Provide support in review and update of the parliament's Rules of Procedure. Facilitate creation of the special working groups and provide technical advice during the process of deliberations.

Parliament's Rules of Procedure (RoP) creates a foundation for all legislative processes within the parliament. Therefore, it is imperative, that the procedures facilitate in the best possible way the parliament's law-making, oversight and representational functions. Over the recent years, the parliamentary procedures went through a number of changes. Furthermore, the recent constitutional amendments, as well as the expected ones, call for a comprehensive adjustment to the RoP to make the parliamentary operations more effective and efficient.

Therefore, the project will support the Committee of Procedural Issues and Rules to set up a special working group, if this is the format which the Committee prefers, to develop the new, updated version of the parliamentary RoP. The Committee or the special working group will examine all required adjustments, as well as the best practices existing elsewhere before developing a set of recommendations for a comprehensive update of the RoP. Respective stakeholders will be invited to engage in the process. The Project will ensure coordination of efforts with other donors and international organizations involved in the process such, as the National Democratic Institute (NDI), which is also supporting the Georgian Parliament on procedural matters, mainly through providing administrative support to working group meetings. As a result, it is expected that the parliament will endorse an essentially revised RoP, that will guide the parliamentary processes in a more effective and efficient manner. It is expected that the revision will also reflect recommendations for better legislative review and stronger parliamentary oversight as reflected in the IRP.

- The parliament will be able to call upon the project for technical advice in drafting the Terms of Reference for the special working group to review the RoP and in preparing a detailed working plan for the RoP review, for approval by the Committee of Procedural Issues and Rules.

- As Georgia's comprehensive review of the RoP is not unique, the project will facilitate specialized expertise from another parliament within the EU which has recently conducted an extensive review of its RoP.
- To support the Committee or its working group during the course of its deliberations, the project will provide thematic comparative analysis papers with options reflecting sample language formulations which can be used for the required procedural amendments, based upon the provisions in the parliamentary procedures in a number of other European countries. The thematic comparative papers will cover the procedural provisions related to the functions of parliament and its institutional framework. The papers will be prepared by technical specialists of the project and made available to parliament.

Parliament regularly interacts with a number of independent institutions (such as the State Audit Office, Central Electoral Commission, Public Defender's Office, etc.) often on the occasion of the appointment of the head of institution or members of the board, approval of the budget or review of annual reports. However, this interaction does not always reflect procedural consistency or the policies of the OECD which requires parliaments to ensure both the independence as well as the accountability of the institutions. All of the abovementioned institutions are recipients of EU assistance.

Apart from creating foundation for all legislative processes, the RoP also defines the role and responsibilities of the Parliament in exercising its oversight over the Government. Appointments of the heads of SAO and PDO, the Parliament's interrelation with these institutions, and the measures to ensure their independence and accountability are the subject of RoP regulation. The SAO and the PDO, together with the Parliament, form the so-called oversight cluster within the Comprehensive Institution Building Programme. Opportunities for synergies within the programme will be sought.

- Further to the recommendations of the final evaluation report of the previous UNDP parliamentary project, a baseline assessment of parliament's interaction with the independent institutions will be conducted, taking into account best practices in other European countries and OECD policies.
- Based upon that assessment, policy proposals aimed at greater consistency in the balance between ensuring independency and accountability of the institutions will be developed, possibly including amendments to the regulatory framework and to the parliament's RoP.

2. Parliament's policy making and oversight capacities strengthened

In the context of the new constitutional system, parliament assumes an essentially greater role in the national policy processes. The parliamentary leadership, members and staff gained an opportunity to contribute in a substantial manner to the national policy-making. Therefore, it becomes absolutely essential that the parliament is fully prepared to play a critical role within the framework of its mandate.

The chair and the cabinet of the chair, parliamentary bureau, committees and their respective staff play a critical role in defining the parliament's strategic direction. Therefore, the project aims to develop sufficient capacities within the essential parliamentary bodies to assume their policy-making and oversight function more effectively.

This will be achieved by implementing sets of activities in three directions:

2.1. Establish a pool of high-level international advisors to provide a strategic advice to the Chair of the parliament and the Cabinet of the Chair, as well as the respective committees on the issues pertaining to the democratization and Euro-Atlantic integration.

The Chairperson of Parliament, with support from the cabinet of the Chair, plays an important role in the legislative and oversight processes of parliament by providing strategic direction and policy

guidance. At the same time, Georgia, in its European integration aspiration embarks on a journey that is already taken by the number of countries. EU member states have already accumulated a wealth of experience as to what concerns the most critical and strategic measures to be undertaken by a parliament in this process.

- The Chair and the Cabinet can benefit a lot from the services of high-level international advisors, particularly practitioners, to plan and facilitate the upcoming reforms. The experts will produce different assessments and recommendations on major reforms and help the leadership in forming its clear vision of the issue, to be better capable of questioning and scrutinizing major reform initiatives of the government. Respective sectorial committees will also be able to work with the high-level international advisors.

2.2. Provide technical support to the selected committees (Human Rights, Agriculture, Environment, Health and Social Affairs) to strengthen their sectorial policy-making and oversight capacities as well as operational efficiency. Develop a specially tailored training and coaching package based upon the preliminary needs assessment at the selected committees including - but not limited to -the improved budgetary and audit oversight by committees.

The functioning of committees is often hindered by the lack of effective administrative and operational support services. However, parliamentary staff has few opportunities to learn the skills and techniques required to be able to assist the MPs in exercising effective and accountable oversight of their respective fields. In addition, there are often insufficient structures and procedures in place to ensure that any progress is embedded in functioning of the parliament.

In consultation with the parliamentary leadership, the project has selected four committees (*Human Rights & Civil Integration; Agrarian Issues; Environmental Protection and Natural Resources; Healthcare and Social issues*) to provide an in-depth technical and operational assistance to improve their policy-making and oversight role.

The project's assistance will start from a technical as well as substantive capacity assessment (baseline assessment) of the mentioned committees. This will include the legal framework and committee charter, the agenda setting and functioning in practice of each committee, the status of institutional memory, available staffing capacities and other resources, the relationship between MPs and staff. The baseline assessment will also allow for verification of progress during the project implementation, with a view to standardising procedures across all committees.

- The project will provide intensive and interactive training courses for parliamentary staffers. The support will be tailor-made for individual committees and will be based upon the baseline assessment. The needs-based training and coaching package will be developed in consultation with the committees' leadership and staff and it will be delivered in the frames of the project. The training will prioritize on a set of skills, such as facilitating committee meetings, including drafting agendas and reports, preparing parliamentary questions and legislative amendments, scrutinising policy documents, organizing public hearings, interacting with government, CSOs and other stakeholders, establishing a working relationship of Committee staff with Chair and Committee members, etc. The training and coaching sessions will provide real life situations where staff can apply the skills learned and possibly be observed by a mentor/coach who can provide feedback.
- Parliamentarians have a key role to play as decision makers and agents of change. The project will work with parliamentarians to strengthen relevant skills, e.g. by providing opportunities of exposure to situations and experiences where one can learn new working methods and encourage their introduction into the Georgian legislature. The project will thus provide an MP coaching trajectory addressing these skills.
- Technical specialists will be made available to the mentioned four committees on the subject matters dealt with by them. The technical specialists will be selected in consultation with Parliament, through short-term to mid-term assignments, through specifically commissioned

research papers, and through the knowledge accessible via the United Nations system and Civil Society Organizations.

- The project will advise Parliament in considering a pilot project to review the implementation of relevant legislation in the field of work of the mentioned four committees. Based upon this pilot, the project will draft recommendations on the related policies and prepare guidelines on the work of committees in monitoring the executive's role to implement legislation.
- To be able to review draft legislation in a competent manner, the Parliament requires high-quality Explanatory Notes attached to the draft legislation. The project will work with Parliament on procedures for drafting and reviewing Explanatory Notes accompanying the draft legislation. This will be done in coordination with the Ministry of Justice in terms of the format and standards for the Explanatory Notes.

To date, the Committees do not have a good insight and control of the efficiency of public policy financing in policy fields they ought to oversee. The project will support the committees to enhance their financial oversight role, through providing MPs and staff with tools for a better budgetary analysis, as well as for examination of the State Audit Office conclusions. Practical coaching as a method of capacity development will be employed extensively, in addition to the theoretical trainings and seminars. Regular committee hearings on budget and audit reports will increase MPs and other stakeholders' knowledge on policy financing and the results after implementing policies. Programme budgets prepared by line ministries should then allow committees to judge whether government policy priorities are in line with the general policy directions set by the parliament. The project will primarily focus on the above listed committees, however training activities will be open to all other committees of the parliament. UNDP will ensure that its support to the sectorial committees is coordinated with the activities of other donors and organizations, including GIZ, which will be supporting the Budget and Finance Committee and the Parliament's Budget Office in increasing their budgetary and financial monitoring capacities.

- Staff of sectorial committees will receive introduction briefings on medium-term planning, programme budgeting, different types of audits and audit reports.
- Staff of sectorial committees will receive practical assistance and coaching in writing reports for MPs on various budget-related subjects: draft budget, budget execution report, SAO reports. In cooperation with the Budget Office, the project will develop a curriculum for sectorial Committee staff on how to analyse SAO reports and develop effective briefs.
- The project will provide technical advice to Committee Members and coaching to the staff in organizing hearings on sectoral financing and the efficiency of public spending based on budget execution, SAO reports (health, education, agriculture, etc.).
- Key to the success of the sectorial committee financial oversight is the quality of information sharing between parliament and the government. The project will facilitate an annual workshop to help review and improve existing practices. It will also help the Parliament Committees identify new sources of information necessary for effective oversight.
- The project will support regular joint briefings between the SAO, the Budget Office, the Budget and Finance Committee staff and the appropriate committee staff to discuss sectorial performance audit reports. This will help committee staff to get an effective background to the report before developing the appropriate opinion or brief for MPs, based upon analysis conducted by the Budget Office.

2.3. Support the committees to develop their vision and the mid-term roadmap reflecting the strategic priorities of the committee in policy-making and oversight.

Committee's work in Georgian parliament has rarely followed an agreed and planned schedule. At the same time, it is important, that the committee leadership, members and staff have a vision of strategic focus over the upcoming periods and plan their efforts accordingly. Therefore, in consultation with the committee representatives, as well as based on the comprehensive needs assessment (the above), the project will support the committees to develop their vision and action plan for the mid-term period, outlining the major directions of their work for the foreseeable

perspective. The project will work with the committees in developing their strategic action plan, including the list of legislation to be dealt with by the committee in a specified time period and communication of this timetable to relevant stakeholders. Further on, the project will introduce a legislative capacity evaluation tool, allowing parliament and its committees to internally measure its development on an annual basis, in terms of implementing the committees strategic action plan.

- In order to implement the strategic priorities of the Committees, there is need for mechanisms, instruments and guidelines to strengthen the administrative and operational capacities of committees. The project will provide support through: (1.) procedures and a manual for public hearings, (2.) staff guidelines and templates for committee reporting, (3.) a comprehensive flow chart of the legislative process and (4.) a stakeholders' organizational chart. The mentioned mechanisms, instruments and guidelines will be developed in follow-up to the priorities in the Institutional Reform Plan (IRP), and will contribute to the sustainability of the project's support.
- The above mentioned activities will be open to all committees of parliament; of which the above mentioned four selected committees will be expected to participate in any case.

3. Parliament's role in the European integration process enhanced

The Vilnius Summit of 28-29 November 2013 and initialling of the Association Agreement and the DCFTA opens new avenues for Georgia's European integration. It also provides a clear political road map calling for intensification of the legal harmonization agenda. In this context, the role of parliament is crucial to provide an informed contribution into the process in partnership with the executive.

Consequently, the project will focus on five major directions to enhance the parliament's role in the European integration process.

3.1. Provide a comprehensive capacity development support to the Committee on European Integration of the Parliament, based upon a preliminary needs assessment.

For the capacity development purpose of the European Integration Committee, the project will apply the similar approach, proposed for the other committees.

- Firstly, a comprehensive needs assessment for the European Integration Committee will be conducted, including recommendations on the committee's functioning and a roadmap to upgrade staff practices, human resources and instruments for sustained information flow and outreach towards the EU institutions.
- The project will provide intensive and interactive training courses for parliamentary staffers of the European Integration Committee. The training will prioritize on a set of skills, such as drafting agendas and reports of meetings, preparing parliamentary questions, scrutinising policy documents, organizing public hearings, interacting with government, CSOs and other stakeholders, establishing a working relationship of the Committee staff with Chair and Committee members, etc. The training and coaching sessions will provide real life situations where staff can apply the skills learned and possibly be observed by a mentor/coach who can provide feedback.
- A two-month internship will be offered to selected staff of the Georgian Parliament. The internship can take place in a national parliament that has recently undergone the integration process, as well as in the European Parliament, through the assistance of the European Parliament's Office for the Promotion of Parliamentary Democracy (OPPD). In fact, the foundations of such cooperation have already been laid down, where the Head of the Public Relations and Information Department is expected to participate into the Democracy

Fellowship programme to be organized at the European Parliament for around six weeks in early 2014.

3.2. Support the European Integration Committee, in cooperation with the Government, to develop a roadmap/action plan reflecting the short, medium and long term priorities and actions to be taken by the government and parliament jointly, to advance the European integration agenda.

- The project will provide technical support and advice to the Georgian parliament to develop a concrete road-map for introducing necessary legislative reforms towards EU integration in partnership with the respective executive agencies. The efforts will be informed by the related practices of the Eastern European countries.
- The project will advise the national stakeholders including in facilitation of the process, seeking relevant European experience and adopting best practices. As a result, the short-term action plan will focus on the period before signing the Association Agreement/DCFTA, while the mid-term plan will accommodate the reforms thereafter.

3.3. Support the European Integration Committee in Legal Approximation process, through, inter alia, examining feasibility of setting up a special "legal approximation" team or office under the Committee.

To strengthen the parliament's capacity for oversight on harmonizing Georgian legislation with EU laws, as conducted by the Office of the State Minister on Euro-Atlantic and European Integration and the government at large, the project will work with the parliament on a number of initiatives.

- Technical advice will be given to examine the feasibility of setting up a special "legal approximation" team or office as a special structure within the European Integration Committee. Best practices from the parliaments of the new EU member states will provide an essential guidance to making the proper decision. Various models of the legal approximation set-up will be examined throughout the different parliaments and appropriate models will be recommended for the parliament's final decision.
- Based upon best practices in other EU countries, the project will provide technical assistance on the establishment of an expert roster on EU approximation in various technical areas. The expert roster will be managed and updated by staff working for the European Integration Committee, and rely on resource persons from academia, think-tanks and other institutions of thematic expertise.
- To make the expert roster operational, the project will manage "EU Approximation Research Fund". Upon the request of the European Integration Committee, UNDP will commission a limited number of specialized research papers from experts included in the roster. The research topics need to be directly related to the European integration process. A detailed ToR and operating procedures for the review and approval of requests for research funds will be drafted, for consideration and approval by the Bureau of Parliament.
- In addition, the project will act as a catalyst within the UN system in Georgia to make technical expertise on specific thematic areas available to parliament, linked to the EU integration agenda.

3.4. Support the committee to enhance its relations and cooperation with the respective European stakeholders including within the national parliaments, as well as the European parliament.

- The project will provide technical advice to the Committee on European Integration in building parliamentary cooperation with EU member states, both 'new' and 'old members', including in the Visegrad Plus format. This will entail supporting Members of Parliament, as well as the committee staff to enhance their awareness and skills for greater cooperation with their

international counterparts Project will also organize exchange visits between Georgian and EU parliament and staff supporting the closer cooperation and connection between the parties.

- In the future and after signing the AA, the project might consider advising the Committee on European Integration on obtaining an observer status to the Conference of Parliamentary Committees for EU Affairs of Parliaments of the European Union (COSAC).

3.5. Support the Committee to engage in active dialogue with the public on the European integration issues, including by means of conferences, seminars, special meetings, other public events and innovative measures.

After the Vilnius Summit and initialling of the AA, the public awareness on European integration becomes all the more important. Active communication with citizenry and civil society is a fundamental part of the European integration. Parliament has its own role to play in this process defined by its mandate and competences.

- There is need for an assessment of the present situation regarding the activities of the Parliament in raising public awareness on European issues, including its EU Information Centre (established with the support of the EU/GIZ project in 2005-2008 and now managed by the Parliament's Research Department). Based upon that assessment, recommendations will be prepared on procedures and mechanisms to be improved in the daily work in the field of communication and cooperation of the Georgian Parliament with CSOs, media and public.
- Within the framework of the Parliament's overall communication Action Plan and the Action plan of the Committee on European Integration, the project will support the Committee to develop a roadmap on raising public awareness and communication activities of the Parliament focused on European issues, taking into account best practices in the parliaments of a number of new EU countries. Particular attention will be paid to the inclusion of and cooperation with CSOs on European integration outreach.
- The project will support the Parliament in hosting a number of conferences, seminars and/or public events with the participation of EU member state parliaments, European Parliament, representatives of CSOs, state institutions and media representatives on the role of the Parliament in European integration process. On this account, the project will work in particular with the European Parliament's Office for Promotion of Parliamentary Democracy (OPPD).
- Finally, the project will advise the Parliament on various innovative means for reaching out to people and engaging them in the processes through web-based applications, social networks and electronic media.

CROSS-CUTTING THEME

In addition to above priorities, the project will pay attention to a number of cross-cutting themes, which will be carefully integrated within the overall annual work plans of the project.

- **Gender:** gender equality and women's issues will be tackled through specific policy and technical support via the Parliament's Gender Equality Council, the Committee on Human Rights and Civil Integration and sectorial committees. The project intends to support committees to gradually incorporate gender analysis in their legislative tasks and promote gender mainstreaming in the consideration of policies and programmes. The project will establish a close cooperation with the ongoing UN Joint Project on Gender Equality, which supports the Parliamentary Gender Equality Council and will continue taking the lead in such activities. Nevertheless, the coordination and synergies will be fully ensured.
- **Climate change and sustainable development** are topics for increased parliamentary scrutiny and policy input. The project aims to offer technical and policy support to committees with jurisdiction on these issues, including - but not limited to - the Committee on Agrarian Issues

and the Committee on Environmental Protection and Natural Resources. It will be important to raise Georgian parliamentarians awareness on the Rio+20 UN Conference on Sustainable Development 2012 Outcome Document, where legislative bodies are called to play a key role in the planning and scrutiny of implementation of sustainable development policies and, engage with citizens and stakeholders providing them with relevant information on the various dimensions of sustainable development. Similarly, Parliament might be further involved in the oversight of the Government's initiatives after the November 2013 Climate conference in Warsaw, and ahead of the 2015 UN climate talks in Paris.

- **Anti-corruption:** Georgia has implemented very successful reforms in fighting corruption. However, the public views indicate that more remains to be done, as Georgia ranks 55th among 177 surveyed countries in Transparency International's 2013 Corruption Perceptions Index (CPI)³, down from 51st in 2012. There are opportunities to increase the knowledge of parliamentarians and relevant committees on the United Nations Convention on Anti-Corruption (UNCAC) and follow up actions carried out by the government. The parliament plays a critical role in monitoring the activities of the government to implement this and related commitments. The project may suggest that the parliament's Institutional Reform Plan (IRP) proposes the development of key rules (Code of Conduct) to promote greater accountability of Members and officials; and the project will assist in its drafting.

METHODOLOGY

UNDP has a long cooperation with the Parliament of Georgia and thus a good understanding of the context in which the proposed project will be delivered. Our implementation approach is based upon a number of key principles.

- *National ownership:* UNDP will ensure that all project activities are needs based and owned by the national counterparts. . The parliamentary leadership and staff have already been engaged closely in developing this project proposal and will remain in the leading position while planning and implementing concrete project activities. The project will also be implemented with the "National Implementation Modality" (see below for more on this), ensuring the leadership of the parliament in project management. Committee baseline studies, review of existing documentation on parliament's performance as well as interviews with the parliament leadership and the committee beneficiaries will provide an evidence on the project's alignment with the partner's needs.
- *Sustainability:* UNDP views sustainability as a central part of this project's methodological approach. Therefore, UNDP will ensure that the learning and capacity building will result in further development of structures and procedures to sustain the progress made. Lessons learned in other parliamentary assistance projects confirm that sustainability depends to a large extent on structures, plans and procedures which remain in place after the conclusion of the project, to the extent they are adopted across party lines and in agreement between ruling and opposition parties. Therefore, this project document clearly outlines the systems and procedures which will strengthen institutional capacities, such as the IRP, its Implementation road map, the revised Rules of Procedure, the agreed Concept Note on inter-parliamentary relations, the existing Communications Strategy and the respective Action Plan to be developed, Committee Action Plans, templates and procedures for Explanatory Notes, and expert roster on EU approximation, among others. The technical advice and consultations in developing these structures, plans and procedures will, as far as the political level of parliament is concerned, advocate for cross-party consensus.
- *Flexibility:* UNDP supports a flexible planning and project management. Experience teaches that circumstances change, in particular in a political environment such as parliament, and that projects need a flexible and responsive approach. UNDP intends to look for planned as

³ <http://cpi.transparency.org/cpi2013/results/>

well as non-planned programmatic opportunities; and will be attentive in observing the impact of its interventions.

Furthermore, following considerations will inform the project design and implementation:

1. Institution building and capacity development

The project will implement a balanced approach between capacity development in support of the parliament's key responsibilities in policy- and law-making, oversight and representation, and the institutional strengthening of the parliament.

While many parliamentary support projects focus on the 'core' oversight, legislative and representational roles of parliament, this project recognizes that parliament has in addition a vital institutional aspect. To focus exclusively on developing the capacities required for core functions while avoiding engagement with the internal and external institutional challenges faced by parliament and its organisational structure, risks overlooking the requirement to develop parliament's capacity to deliver progressively better results in its core functions. The project design and methodology therefore seeks to reflect these intimate links between the evolving nature of the institution and its capacity to deliver on its core tasks.

The project will utilize long-term technical assistance, advisory services, *on-the-job* training and mentoring as primary means of capacity development. Such advice and support will be complemented with knowledge materials and knowledge dissemination. Capacity development shall address parliamentary *systems and processes; knowledge and skills* and *attitudes and behaviours* of parliamentary leadership and officials for a stronger parliamentary role in building an inclusive development process.

Building on UNDP lessons learnt in parliamentary development, the project will use *coaching* and *on-the-job* mentoring/training methods as appropriate. The *peer-to-peer* support will also be applied to enhance individual *skills* and *knowledge* of staff and parliamentarians. The gradual improvement of systems, processes and skills is hoped to result in incentives that will also boost *confidence* and *behavioural change* in parliament. These activities are thus linked to strategic outputs expected regarding parliamentary legislation and oversight in the core policy areas described above.

Parliamentary committees particularly, need to be able to access high quality, policy level, objective information which provides them with the evidence required to make fully informed political decisions on the critical issues. The Project will act as a catalyst, through a viable mechanism, to put at the disposal of selected committees the expertise available within the UN system in Georgia. Several UN agencies are working on health, education, children and sustainable development, climate change and other policy areas and are well positioned to offer their expertise to many of the parliamentary committees. In addition, the Project will aim to assist the parliament to develop and maintain a database of national and international experts, academia, think tanks which can offer a valuable information and expertise in areas of jurisdiction of the various parliamentary committees.

To achieve the institutional and individual capacity improvements, UNDP will ensure selection of international and national experts who can provide the quality policy advice and other services. Active interactions between international consultants and Georgian parliamentarians and senior staff should therefore be an additional tool to the operation of the project. However, international support is unlikely, by itself, to provide the range of interventions required to build the capacity required without a strong management which is constantly directing and monitoring capacity transfer on a number of fronts. The Project Manager shall thus be in constant contact with the experts and consultants, whether in-country or abroad, to be able to provide them with up-to-date assessments and requests in order to match the capacity gaps and the interventions as delivered by the project.

2. Lessons learned in parliamentary development worldwide

To implement a parliamentary project in a specific national context, if and when required, UNDP Georgia shall rely on the experience and collective knowledge of over 70 ongoing UNDP parliamentary projects worldwide. The issues on which the parliament of Georgia seeks advice and expertise have been discussed and explored, too, in other parliaments, and while each democratic parliament is unique, equally it is also to an extent typical.

Moreover, the role of parliament in European integration process has been well documented and tested in Baltic States, as well as other countries such as Croatia. The project intends to make use of the experiences and different practices from these parliaments, based upon the contacts which the Parliament of Georgia has already established with these parliaments through the previous UNDP parliamentary assistance project and other mechanisms.

The project brings on board a number of 'lessons learned', through the expertise of Technical Advisors and consultants, as well as the guidance of the UNDP HQ staff on parliamentary development. The project will seek to receive further best practices guidance through AGORA, the multilateral portal on parliamentary development.⁴

The project will fully take on board the most relevant policy documents on parliamentary development produced within the last five years, such as the "UNDP Strategy Note on Parliamentary Development" (2009), the "EC Reference Document on Engaging with Parliaments Worldwide" (2010)⁵, the "IPU Parliamentary Self-Assessment Toolkit" (2008)⁶, the UNDP-NDI-CPA Standards for Democratic Parliaments (2010)⁷ and the UNDP-IPU Global Parliamentary Report (2012).⁸

The following lessons learned will inform the project:

- The concept of national ownership is central to parliamentary development. This is about the ability to make informed choices and decisions by stakeholders in parliament.
- Parliamentary capacity development addresses power relations, mind-sets and behaviour change. It therefore emphasizes the importance of motivation as a driver of change.
- Institutional development requires enabling environment, as well as strong organizations and individuals and a comprehensive approach.
- Parliamentary capacity development should link to broader reforms, such as those in education, wage structures and the civil service. There is little value in designing isolated, one-off initiatives.
- Parliamentary capacity development results in unplanned consequences that must be kept in mind during the design phase. These should be noted, tracked and evaluated.
- Parliamentary capacity development measures capacity development systematically, using good-practice indicators, case evidence and analyses of quantitative and qualitative data, to ensure that objective judgements are made about capacity assets and needs, as well as the progress achieved.

The project has two phases of 30 months each. This proposal outlines activities in the first phase, while activities for the second phase will be based upon the results of the first phase to be identified in the mid-term evaluation and finalized in thorough consultations with the Parliament and EUD. At the time of writing of this document, following topics have already emerged as substantial areas of work for the second phase:

⁴ <http://www.agora-parl.org>

⁵ http://www.europarl.europa.eu/pdf/oppd/Page_8/engaging_and_supporting_parliaments_en.pdf

⁶ <http://www.ipu.org/pdf/publications/self-e.pdf>

⁷ <http://www.agora-parl.org/standardsfordemocraticparliaments>

⁸ <http://www.ipu.org/gpr/>

- parliamentarians' approach to building constituency relations and the potential role of constituency relations offices effective upon the reform of the Electoral Code resulting in changes in electoral system;
- Continued inclusion of civil society in the legislative work, and enhanced parliament's communications and public awareness raising on EU integration;
- Implementing reforms in the Parliament's human resources management upon the finalization of public service reform of Georgia.

SUSTAINABILITY

To enhance sustainability of parliamentary capacity building, the project will put considerable emphasis on structures and procedures beyond activities and workshops. Developing or strengthening structures and procedures will enable a stronger institutionalization of the processes initiated by the project. Examples of such institutionalization are the emphasis on the central role of the Institutional Reform Plan (IRP) of the Parliament, the review of the parliamentary Rules of Procedures (RoP), drafting of the Annual Work Plan (AWP) template, minutes and reporting guidelines.

In addition, the capacity building of the Committee staff will be accompanied by the introduction of the legislative capacity evaluation tool, which will provide the target group with a sustainable means to continue measuring and consequently triggering further development once the project has ended. In addition, the project will include a Training of Trainers component, allowing the Georgian Parliament to implement similar trainings once the project is finalized.

As part of the efforts to ensure sustainability of project results, the project will develop (and discuss with the leadership of parliament) a detailed Concept Note on the project's exit-strategy, that is how the project expects to wrap-up at the end of its scheduled closing date, and what that means for the project partners. The exit strategy shall be founded on a progressive transfer of relevant skills and roles to the parliament. It is expected that by the time of the exit, the capacity receiver should turn into capacity provider and undertake (or participate in) the development of a cadre of members and officials. The project shall direct its activities to the exit process in an explicit and purpose-driven manner. This is not to say that the Parliament of Georgia will no longer need external support. However, it should be possible to implement a project which enables the reduction of the level of support significantly but naturally over time without adversely affecting the operation of the Parliament of Georgia.

Additional details of the sustainability of the action are provided in the methodology section of this document.

VISIBILITY

During the inception period, the project team will develop a comprehensive visibility and communication plan. Visibility will be ensured as set out in the FAFA (Art. 11), General Conditions (Art. 6). Moreover, the visibility plan will be developed as per the joint EC-UN Guidelines.⁹ The budget of the project also foresees in the required financial means for visibility and communication activities. Traditional, as well as innovative means of communication and visibility will be employed.

⁹

http://ec.europa.eu/europeaid/work/procedures/financing/international_organisations/other_documents_related_united_nations/document/joint_visibility_guidelines.pdf

The project team will ensure that the project's visibility and communication initiatives are also linked to the roadmap to implement the parliament's communication strategy, thus reinforcing the project's communication efforts. The project team will also gather suggestions from the European Parliament's OPPD on their recommendations for project communication in concerted action with parliament.

III. MANAGEMENT ARRANGEMENTS

The project will be implemented under the National Implementation Modality (NIM) implying leadership of the parliament in planning and implementing the project. The Parliament will appoint National Project Director from the senior management of the Parliament.

The project board will be established to oversee the overall strategic directions of the project representing supplier, executive and beneficiary. The Project Board will consist of the following permanent members: Parliament, UNDP and EU Delegation. The Board will meet on a biannual basis. The project board will approve the project work-plan, endorse the progress made and propose strategic guidance to the implementation. Any essential deviation from the project approved work plan will also necessitate the board approval.

The project management unit (PMU) will be established to coordinate and manage the project implementation.

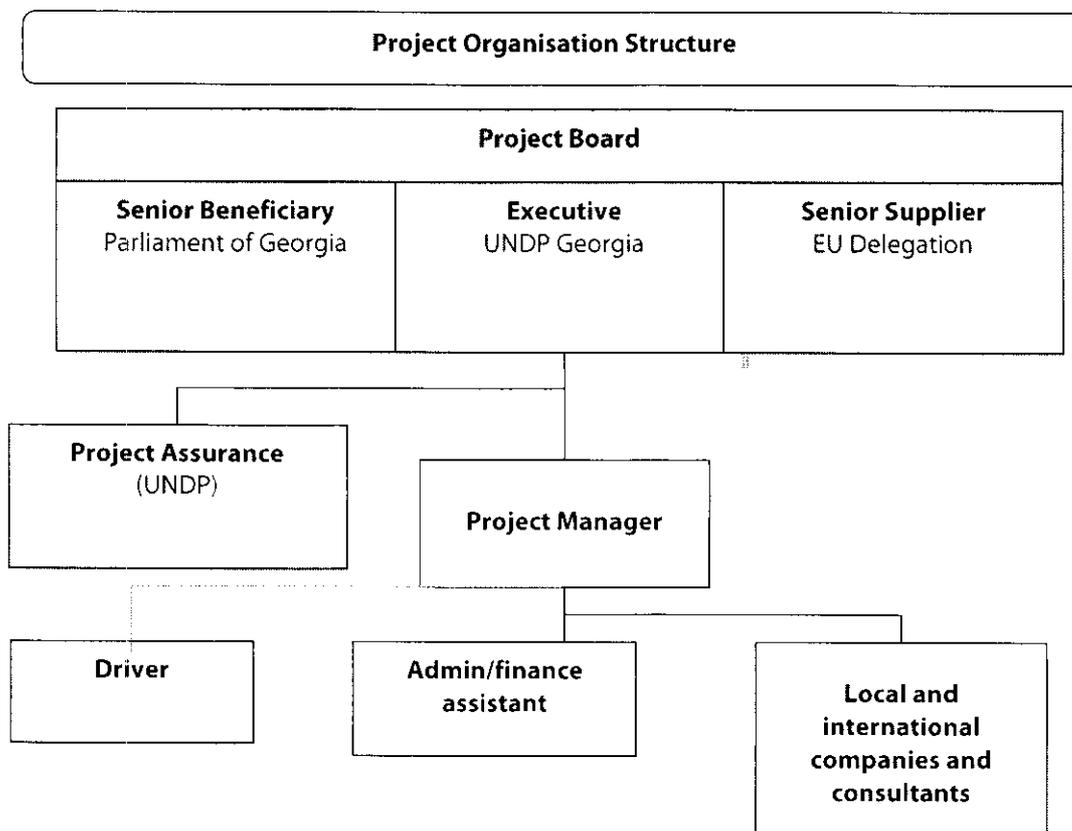
The Project manager will be recruited to manage the project on a day-to-day basis. His/her primary responsibility will be, jointly with the core team, to ensure that the project achieves results that are capable of delivering the outputs described in this document. The Project Manager will be in charge of requesting funds to cover project-related expenses, and for keeping an adequate control system for all financial and accounting records. The Project Manager will act under the supervision of the Programme Analyst and will be reporting regularly to UNDP on the implementation of the project. The Manager will coordinate activities in close collaboration with potential implementing organisations. S/he will also liaise regularly with Parliamentary authorities and the PB to evaluate and review project progress and to ensure Parliament's ownership at each step.

The Project Administration and Finance Assistant will act under the supervision of the Project Manager and will be responsible for financial reporting in compliance with EU/UNDP rules and regulations and administrative procedures.

The Project Assurance role rests with UNDP Programme analyst and supports the PB by carrying out project oversight and monitoring. It assures that appropriate project management milestones are met, project risks and issues are being monitored, quality of the project deliverables ensured and indicators to evaluate project progress maintained.

UNDP will manage the activities outlined in this proposal directly, as well as with support from implementing partners. The Westminster Foundation for Democracy (WFD), based on its vast experience and established expertise, will take lead in coordinating the components related to the Parliament's outreach with other parliaments, as well as to strengthening the committees budgetary/oversight capacities. Policy and Management Consulting Group (PMCG) will take lead in supporting the parliament to develop its Institutional Reform Plan (IRP), based on the needs assessment that has also been led by PMCG together with the EU Delegation. The Centre for European Security Studies (CESS) will support the sectoral committees in enhancing their operational capacities, including organization of committee work and staff capacity building, through drawing good international practices of European parliaments. Other partners will also be identified and selected based upon UNDP rules and regulations.

Local and International consultants shall be employed as planned and required.



The project will primarily utilise existing investments that UNDP has put in place during previous undertakings. The project will need to procure a vehicle for a regular commute between Tbilisi and Kutaisi, as well as purchase some additional computers and office equipment. The parliament will make office space available at the parliament premises, free of charge, as the in-kind contribution by the beneficiary.

IV. MONITORING, EVALUATION AND REPORTING

Monitoring, evaluation and reporting is the responsibility of UNDP and its PCU staff. In accordance with UNDP policies and procedures, the project Monitoring and Evaluation (M&E) will be conducted as follows:

- An **Issue Log** shall be activated in UNDP's financial management system - ATLAS and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change;
- Based on the initial risk analysis submitted, a **risk log** shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect the project implementation;
- Based on the above information recorded in Atlas, a **Project Progress Reports** (PPR) shall be prepared by the Project Manager;
- a project **Lesson-learned log** shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project;
- On a quarterly basis, a **quality assessment** (by the Country Office) shall record progress towards the completion of key results;
- A **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions and events.

- **Annual Project Review.** Based on the above report, an annual project review (by the Country Office) shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- In case of **subcontracting** to other implementing organizations, the UNDP Project Manager will establish the reporting requirements of the organizations towards UNDP, mirroring substantial and regular input to all above mentioned reporting and review mechanisms.
- Upon completion of the project, an **end of project report** shall be prepared by the project manager detailing achievements of the project, lessons learned during the duration of the project and suggestions for new projects and ideas for implementation in the future.
- **Evaluation of the project** will be undertaken by an independent, external evaluator, selected by UNDP according to its rules and regulations. .

V. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

VI. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Balanced legislative, executive and judicial branches of power underpinning consolidated democracy and state stability			
Applicable Key Result Area: Democratic Governance / Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance			
Partnership Strategy: Parliament will be the key partner in achieving the project output. EU Delegation as the main donor of the Project will be closely consulted and involved at all stages of project formulation, implementation and evaluation. WFD, PMCG and CESS activities, as of implementing partners, will be monitored and coordinated. Relevant line ministries, SAO, CSOs, media, international donors and other reform stakeholders will be consulted as appropriate to maximize the effects of the project.			
Project title and ID (ATLAS Award ID): Strengthening the System of Parliamentary Democracy in Georgia 00089975 (Atlas Award ID 00057935)			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
INPUTS			
<p>Output Georgian parliament established as a credible institution with an essentially greater role in national policy-making and European integration</p> <p>Baseline The Parliament of Georgia has witnessed a number of reforms in recent years aimed at strengthening its constitutional functions and enhancing organizational capacities.. However, the political setting as well as the Parliament's limited constitutional powers did not provide sufficient possibilities for full-scale substantive reforms. The Parliament lacks a vision of its development strategy. It neither</p>	<p>Targets for 2014 IRP developed ToR on donor coordination drafted Concept paper on international relations policy drafted Assessment and recommendations on international relations developed SOPs on inter-parliamentary relations prepared Communications strategy action plan developed Terms of Reference for RoP working group developed</p>	<p>1 Support the parliament to develop a comprehensive and overarching Institutional Reform Plan (IRP)</p> <ul style="list-style-type: none"> - Provide Parliament with technical advice on the content of IRP and its inclusive drafting process - Prepare the IRP's implementation roadmap - Provide advice/training to the Parliament's Financial Department in developing its annual program budget, in line with IRP priorities - Advise the Parliament on effective donor coordination mechanism, including through the elaboration of the respective Terms of Reference <p>2 Provide support to the respective parliamentary</p>	<p>Chairperson and Bureau of the Parliament Cabinet of the Chairperson Parliament's Administration (esp. International Relations, Financial and Public Relations Departments) Procedural Issues and Rules Committee Ministry of Justice (MoJ) OGP committee CSOs</p> <p>Project staff Policy and Management Consulting Group (PMCG) Westminster Foundation for Democracy (WFD)</p>

<p>has a structured approach to international parliamentary relations nor public outreach. Current Parliamentary Rules of Procedure (RoP) have not been realigned with the latest constitutional amendments. Donor coordination remains ineffective. In terms of the Parliament's law making and oversight functions, technical expertise is frequently unavailable for MPs. Budgetary and financial scrutiny by sector committees remains weak. As for the Parliament's role in European integration process, a cross-party consensus in favour of accelerated EU integration is in place; however, both MPs and staff lack sufficient knowledge of European issues, which also results in low public awareness on Georgia-EU relations, Parliament's role in the process, etc.</p> <p>The change of government, resulting from the 2012 parliamentary elections, coupled with the 2013 constitutional changes, creates a window of opportunity to exercise Parliament's full potential within the new distribution of powers.</p> <p>Activity 1</p> <p>Effectiveness of the parliament,</p>	<p>Scanner purchased for IT Department</p> <p>Staff Capacity development plan elaborated</p> <p>At least 30% of CD plan implemented</p> <p>Targets for 2015 RoP revised</p> <p>Citizen petition mechanism created</p> <p>Baseline assessment on independent bodies conducted</p> <p>At least 60% of CD plan implemented for departmental staff</p> <p>Targets for 2016 At least one citizen petition discussed in the Parliament</p> <p>At least 80% of CD plan implemented for departmental staff</p>	<p>departments to improve parliament's relations with international counterparts, access to information and communication with public</p> <ul style="list-style-type: none"> - Develop the concept paper on Georgia's inter-parliamentary relations policy for endorsement by the Bureau of Parliament - Conduct a review on current practices of interaction of Georgian Parliament national parliaments, parliamentary groups, etc. - Analyze institutional capacities of the Parliament's International Relations Department and train/coach its staff. Draft the standard operation procedures (SOPs) on inter-parliamentary relations - Provide technical assistance to the Parliament in the implementation of its communications strategy through development of communications action plan. - Train the staff of the Public Relations Department. Develop a training curriculum and provide training of trainers (ToT) support - Purchase a special scanner for the Parliament's Research Department to digitalize voluminous materials and ensure their online access for public use - In the frames of Open Government Partnership (OGP), draft an options paper for consideration by the Parliament Bureau on 	<p>Media</p>
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<p>as an institution, improved</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of workshops dealing with IRP - Final draft IRP presented - IRP officially adopted - Number of training participants from respective parliamentary departments - Number of new connections established with European parliaments - Number of expert papers on RoP - Number of meetings with Procedural Issues Committee - Parliamentary RoP updated and adopted - Number of independent institutions responding to questionnaire - Baseline assessment on independent institutions with respective recommendations presented 		<p>putting Citizen petitions to a vote in the Parliament</p> <p>3</p> <ul style="list-style-type: none"> - Provide support in review and update of the parliament's Rules of Procedure (RoP). - Provide technical advice in drafting the ToR for the special working group to review the RoP and prepare a detailed working plan - Facilitate specialized expertise from another parliament - Prepare thematic comparative analysis papers on RoP provisions - Conduct a baseline assessment of parliament's interaction with the independent institutions. Recommendations for change 	
<p>Activity 2</p> <p>Parliament's policy making and oversight capacities strengthened</p>	<p>Targets for 2014</p> <p>Parliament's vision developed/legislative initiative prepared on at least one key reform area</p> <p>Baseline assessments of target committees conducted</p>	<p>1</p> <ul style="list-style-type: none"> - Establish a pool of high-level international advisors to provide a strategic advice to the Chair of the parliament and the Cabinet of the Chair, as well as the respective committees - Provide with high-level experts to produce different assessments and recommendations 	<p>Chairperson of the Parliament</p> <p>Cabinet of the Chairperson</p> <p>Human Rights and Civil Integration Committee</p> <p>Project Staff</p> <p>Centre for European Security Studies (CESS)</p> <p>Westminster Foundation for Democracy</p>

<p>Indicators:</p> <ul style="list-style-type: none"> - Number of visits and concept papers produced by high level advisor(s) - Number of recommendations provided by the advisors and considered useful - Number of times guidelines and templates were used by committee staff - Number of coaching sessions and number of staff & MPs per session - Number of technical specialists available to Committees - Number of written requests of committees for technical assistance - Consultations with MPs on budgetary matters - Positive feedback received from the committees - Number of committee work-plans finalized and approved - Number of manuals, staff guidelines and templates issued 	<p>Strategic action plans for committees developed</p> <p>Number of legislative initiatives by committees increased</p> <p>Staff capacity development plan produced</p> <p>At least 30% of CD implemented</p> <p>At least one workshop organized on financial oversight/sectorial spending leading to consideration of Parliament's recommendations</p> <p>Targets for 2015</p> <p>Number and quality of legislative initiatives by committees increased</p> <p>At least two staff manuals/guidelines published</p> <p>At least 60% of CD plan implemented for committees' staff</p> <p>At least one workshop organized on financial oversight/ sectorial spending leading to consideration of Parliament's recommendations</p>	<p>2</p> <p>Provide technical support to the selected committees (including Human Rights, Agriculture, Environment, Health and Social Affairs) to strengthen their sectorial policy-making and oversight capacities as well as operational efficiency</p> <ul style="list-style-type: none"> - Conduct a capacity assessment (baseline assessment) of the target committees - Based on assessment, provide training and coaching programs for the committees' staff. Expose MPs to best international practices in parliamentary work - Provide technical expertise on the subject area dealt by target committees 	<p>on major reforms and help the leadership in forming its clear vision of the issues</p>	<p>(WFD)</p>
		<ul style="list-style-type: none"> - Advice on pilot project to review the implementation of legislation in the field of work of target committees - Advice on procedures for drafting comprehensive explanatory notes (in coordination with MoJ) - Provide training for the staff of target committees' on mid-term budgeting, program budgeting, etc. Coach the staff in writing reports on budget-related issues - Advise target committees on organizing hearings on sectoral financial and public spending; facilitate joint briefings between committees, budget office, budget 	<p>Agrarian Issues Committee</p> <p>Health and Social Issues Committee</p> <p>Environmental Issues Committee</p> <p>Other committees</p> <p>Budget Office</p> <p>State Audit Office (SAO)</p> <p>Ministry of Finance (MoF)</p> <p>Line ministries</p> <p>CSOs</p>	

<p>Activity 3</p> <p>Parliament's role in the European integration process enhanced</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of consultations to prepare the EU Integration Committee assessment report - Outline of training courses; - Number of participants in training courses - Roadmap developed and approved - Number of international 	<p>At least two policy briefs prepared by committees staff on budget execution/SAO reports, etc. Law implementation pilot project initiated</p> <p>Targets for 2016 Committees' legislative initiatives improved</p> <p>At least two policy briefs prepared by committees staff on budget execution/SAO reports, etc.</p> <p>At least 80% of CD implemented</p>	<p>committee and SAO</p> <ul style="list-style-type: none"> - Facilitate workshops between Parliament and government <p>3 Support the committees to develop their vision and the mid-term roadmap reflecting their strategic priorities in policy-making and oversight.</p> <ul style="list-style-type: none"> - Provide support in developing committees' strategic action plans - Introduce legislative capacity evaluation tool - Elaborate procedures, guidelines and manuals for target committees (flowchart of legislative process, stakeholders' organizational chart, guidelines for committee reporting, hearings, etc.) 		
<p>Activity 3</p> <p>Parliament's role in the European integration process enhanced</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of consultations to prepare the EU Integration Committee assessment report - Outline of training courses; - Number of participants in training courses - Roadmap developed and approved - Number of international 	<p>Targets for 2014 EU Integration Committee action plan developed</p> <p>Feasibility report on EU approximation office drafted</p> <p>Expert roster established</p> <p>CD plan for EU Committee staff elaborated</p> <p>At least 30% of CD plan implemented</p> <p>At least one interparliamentary</p>	<p>1 Provide a comprehensive capacity development support to the Committee on European Integration</p> <ul style="list-style-type: none"> - Conduct a comprehensive needs assessment of the European Integration Committee and prepare a roadmap for upgrading staff capacities, instruments for sustained information flow and outreach towards the EU institutions - Provide training course for the Committee staff on operational functions - Facilitate a two-month internship of the Committee staff to the European Parliament 	<p>European Integration Committee</p> <p>Office of the State Minister of Georgian on European and Euro-Atlantic Integration</p> <p>Line ministries</p> <p>CSOs</p> <p>Media</p>	<p>Project Staff Centre for European Security Studies (CESS)</p>

<ul style="list-style-type: none"> - stakeholders (MPs, parliaments, etc.) participating in workshops/conferences - Number of sectorial specialists engaged on approximation advice - Feasibility study on EU approximation office - Number of expert papers requested from research fund discussed in committee meetings - Number of EU Member States with whom relations have been built or deepened - Number of contacts with EP's OPPD - Analytical paper on COSAC observer status - Number of public events on European integration - Roadmap for EU outreach - Public attitude regarding the EU integration 	<p>workshop/conference organized leading to cooperation with European parliaments in Visegrad Plus format</p> <p>At least one workshop with media/CSOs organized leading to improved coverage of EU related issues</p> <p>Targets for 2015</p> <p>Internship at EP conducted followed by reform initiatives for committee</p> <p>EU approximation reform fund established</p> <p>At least three research papers prepared</p> <p>At least one parliamentary workshop/study visit organized followed by reform initiatives/committee roadmap adjustment</p> <p>At least two workshops with media/CSOs organized leading to active coverage of EU-related issues</p> <p>At least 20% of CD plan implemented</p> <p>Targets for 2016</p> <p>At least one parliamentary</p>	<p>and/or national parliament of EU member state</p> <p>2 Support the Committee to develop a roadmap/action plan reflecting the short, medium and long term priorities and actions to advance the European integration agenda</p> <ul style="list-style-type: none"> - Provide technical support to the Parliament on legislative reforms towards EU, including the sharing of best international practice <p>3 Support the Committee in Legal Approximation process</p> <ul style="list-style-type: none"> - Examine the feasibility of establishing Legal Approximation unit/team under the Committee, based on international experience - Provide technical assistance on the establishment of expert roster on EU approximation in various technical areas - Support in the establishment of EU approximation research fund, and commission a number of specialized research papers from experts included in the roster <p>4 Support the Committee to enhance its relations and cooperation with the respective European stakeholders</p> <ul style="list-style-type: none"> - Advise the Committee on building parliamentary cooperation with EU member states, including through organization of
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	<p>workshop/study visit organized followed by reform initiatives/committee roadmap adjustment</p> <p>Parliamentary partnerships built with both "new" and "old" EU member states</p> <p>At least one workshop with media/CSOs organized leading to active coverage of EU-related issues and raised public awareness</p> <p>Collection of research papers on EU issues published</p>	<p>exchange visits of MPs and staff</p> <p>5 Support the Committee to engage in active dialogue with the public on the European integration issues</p> <ul style="list-style-type: none"> - Conduct an assessment of the Committee's current practices in public awareness raising on EU integration, including the operation of the EU Information Centre. - Draft a roadmap for effective outreach with CSOs, media and public - Organize conferences, seminars and public events on the role of Parliament in EU integration with the participation of EU member states parliaments, European Parliament, CSOs, government, media - Advise the Committee on innovative means for public outreach, including web-based applications, social networks, etc. 	
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ANNUAL WORK PLAN

ACTIVITIES	2014				Impl. Agent	PLANNED BUDGET				
	I Q	II Q	III Q	IV Q		Fund	Donor	Budget Description		
								Year 2014	2014-2016	
Activity 1 - Effectiveness of the parliament, as an institution, improved										
1.1. Support the parliament to develop a comprehensive and overarching plan for institutional reforms and development roadmap		X	X	X		30079	EU	71300-Contractual Services -Individuals	80,000.00	80,000.00
						30079	EU	72100-Contractual Services/companies	24,000.00	24,000.00
						30079	EU	74200-Audio Visual&Print Prod Costs	1,000.00	1,000.00
						30079	EU	71600 - Travel	10,000.00	10,000.00
1.2. Provide support to the respective parliamentary departments to improve parliament's relations with international counterparts and communication with public					00622	30079	EU	71300-Contractual Services -Individuals	51,238.00	120,000.00
						30079	EU	72100-Contractual Services/companies	74,500.00	188,000.00
						30079	EU	74200-Audio Visual&Print Prod Costs	500.00	1,000.00
						30079	EU	71600 - Travel	20,000.00	50,000.00
1.3. Provide support in review and update of the parliament's Rules of Procedure in a participatory and inclusive manner.						30079	EU	71300-Contractual Services -Individuals	20,000.00	30,000.00
						30079	EU	72100-Contractual Services/companies	39,500.00	118,500.00
						30079	EU	74200-Audio Visual&Print Prod Costs	500.00	1,500.00
NET						30079	EU	71600 - Travel	5,000.00	15,000.00
GMS									326,238.00	639,000.00
Total									22,836.66	44,730.00
									349,074.66	683,730.00

Activity 2 - Parliament's policy making and oversight capacities strengthened										
2.1. Establish a pool of high-level international advisors to provide a strategic advice to the Chair of the parliament and his cabinet, as well as the respective committees on democratization and Euro-Atlantic integration	30079	EU	71300-Contractual Services -Individuals						83,500.71	200,000.00
	30079	EU	72100-Contractual Services/companies	X					34,500.00	144,000.00
	30079	EU	74200-Audio Visual&Print Prod Costs						500.00	1,000.00
	30079	EU	71600 - Travel						6,000.00	20,000.00
	30079	EU	71300-Contractual Services -Individuals						60,000.00	150,000.00
	30079	EU	72100-Contractual Services/companies	X					64,500.00	158,000.00
	30079	EU	74200-Audio Visual&Print Prod Costs						500.00	2,000.00
	30079	EU	71600 - Travel						7,000.00	20,000.00
	30079	EU	71300-Contractual Services -Individuals						14,500.00	14,000.00
	30079	EU	74200-Audio Visual&Print Prod Costs	X					500.00	1,000.00
NET									1,000.00	3,000.00
GMS									272,500.71	713,000.00
Total									19,075.05	49,910.00
									291,575.76	762,910.00
Activity 3 -Parliament's role in the European Integration process enhanced										
3.1. Provide a comprehensive capacity development support to the EU Integration Committee	30079	EU	71300-Contractual Services -Individuals						10,000.00	30,000.00
	30079	EU	72100-Contractual Services/companies	X					11,000.00	39,000.00
	30079	EU	74200-Audio Visual&Print Prod Costs						500.00	1,000.00
	30079	EU	71600 - Travel						2,000.00	10,000.00
	30079	EU	71300-Contractual Services -Individuals	X					8,000.00	13,000.00
	30079	EU	72100-Contractual Services/companies						8,000.00	34,000.00
3.2. Support the EU Integration Committee, in cooperation with the Government, to develop a										

roadmap/action plan reflecting the short, medium and long term priorities to advance the European integration agenda					EU	74200-Audio Visual&Print Prod Costs	500.00	1,000.00
					EU	71600 - Travel	2,000.00	7,000.00
					EU	71300-Contractual Services -Individuals	10,000.00	10,000.00
3.3. Support the EU Integration Committee in Legal Approximation process	X	X			EU	72100-Contractual Services/companies	5,500.00	23,000.00
					EU	74200-Audio Visual&Print Prod Costs	500.00	2,000.00
					EU	71600 - Travel	1,000.00	7,000.00
					FU	71300-Contractual Services -Individuals	8,000.00	10,563.61
3.4. Support the Committee to enhance its relations and cooperation with the European stakeholders	X	X	X		EU	72100-Contractual Services/companies	15,500.00	49,000.00
					EU	74200-Audio Visual&Print Prod Costs	500.00	1,000.00
					EU	71600 - Travel	9,000.00	45,000.00
					EU	71300-Contractual Services -Individuals	20,000.00	40,000.00
3.5. Support the Committee to engage in active dialogue with the public on the European integration issues	X	X	X		EU	72100-Contractual Services/companies	10,000.00	37,000.00
					EU	74200-Audio Visual&Print Prod Costs	5,000.00	15,000.00
					EU	71600 - Travel	2,000.00	7,000.00
NET							129,000.00	381,563.61
GMS							9,030.00	26,709.45
Total							138,030.00	408,273.06
Activity 4 - Project Management								
					EU	71400-Contractual Services -Individuals Project coordinator	32,831.74	82,079.34
					EU	71400-Contractual Services -Individuals Project Admin/Fin Ass	21,997.26	54,993.16
4.1 Project Team Salaries	X	X	X		EU	71400-Contractual Services -Individuals UNDP Prog officer	12,804.38	32,010.94
					EU	71400-Contractual Services -Individuals UNDP Prog assistant	5,253.08	13,132.69
					EU	71400-Contractual Services -Individuals Project		12,311.90

