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United Nations Development Programme

PROJECT DOCUMENT

Georgia

Project Title: **STRONGER PARLIAMENTARY INSTITUTIONS IN GEORGIA**

Project Number: 01001615

Implementing Partner: Parliament of Georgia

Start Date: 04 December 2023 **End Date:** 03 December 2025 E-L**PAC Meeting date:** 5 Dec 2023

Brief Description
Over the last years significant institutional capacity development can be observed in the Parliament of Georgia to deliver its three Constitutional functions: law-making, oversight and representation. UNDP through its EU-funded interventions has led many of the transformative reforms in the national legislature with significant results in all key areas of its implementation. Nevertheless, there are still number of institutional and political challenges that are hindering development of the full parliamentary life in Georgia and which this Action seeks to address. Building on the success of the previous EU-funded and UNDP-delivered parliamentary support initiative, the new project will focus on further strengthening the parliamentary institutions in Georgia via utilising a mixed model of the parliamentary development intervention which along the institutional reform and capacity building initiatives, will also embrace new - political and civil society - dimensions. The project is structured along four major directions: Law-making and Oversight; Institutional Efficiency; CSOs and Citizens, and Political Processes, and aims to support specific strategically important reforms, ensuring sustainable institutional development and national ownership. A smaller component will be devoted to extending the strategic development approach to Ajara legislature – the Supreme Council of the Autonomous Republic of Ajara. The support to the Supreme Council will be based on the development work conducted with the Parliament of Georgia and the tools and capacity building activities will be shared between the two institutions, leveraging additional value from the project resources. Considering the principle of Leaving No One Behind and based on the UNDP's global and national programme priorities, the project will support ensuring access, involvement and participation of women in all stages of project implementation.

The Project contributes to:

UNSDCF (2021-25) Outcome 1/ CPD (2021-2025) Outcome 1: By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights, and increased representation and participation of women in decision making

CPD (2021-2025) Output 1.1. Inclusive national and local governance systems have greater resilience and capacities to mainstream gender, ensure evidence-based and participatory policymaking, map and address inequalities and deliver quality services to all.

UNDP Strategic Plan (2022-2025): Outcome 2. Accelerate structural transformations for sustainable development 2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding. Indicative Output(s) with gender marker: **GEN2**

Total resources required:		**USD 947,675.44**
Total resources allocated:		USD 947,675.44
	EU:	USD 822,368.42 equivalent of **750,000 EUR** per UNXRATE for Dec-2023 (0.912)
	UNDP TRAC	USD 20,043.86 Equivalent of **18,280 EUR** per UNXRATE for Dec-2023 **(0.912)**
	Parliament	USD 82,236.84 equivalent of **75,000 EUR** per UNXRATE for Dec-2023 (0.912)
	Ajara Supreme Council	USD 23,026.32 equivalent of **21,000 EUR** per UNXRATE for Dec-2023 (0.912)
	In-Kind:	Project Offices in the Parliament Palace and Supreme Council of Ajara Premises
Unfunded:		0 USD

Parliament of Georgia	**United Nations Development Programme**
Shalva Papuashvili Speaker of the Parliament of Georgia _____	Douglas Webb Resident Representative a.i. DocuSigned by: Douglas Webb 0A71915DC0EB47C... _____
Date:	Date: 15-Dec-2023

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I. DEVELOPMENT CHALLENGE

1.1. Background

Georgia has been consolidating its democracy after regaining independence more than three decades ago. After changing the electoral system from one to another, the parliamentary elections in 2024 will offer a completely new setup as all seats will be held through a national, fully proportional electoral system (with a threshold of 5% of the national vote in order for a political party to gain seats and enter the Parliament). In addition, based on the principle of substantive equality, as part of the Electoral Reform of 2020, the Election Code of Georgia introduced a mandatory gender quota mechanism for Parliamentary Elections until 2032, and for Local Self-Government Elections until 2028. For the 2020 Parliamentary and 2021 Local Self-Government Elections, political parties submitted party lists for election registration, where at least one in every four persons (for Parliamentary Elections) and one in every three (for Local Government Elections) was a representative of a different gender. These electoral novelties bring necessity for new or stronger capacities for strategic communication, community outreach and women empowerment.

In 2018, the Parliament adopted new internal regulations (i.e. Rules of Procedure (RoP)) that enabled the Parliament to fulfil its new constitutional mandate better. This included an enhanced role and new procedures related to law-making. This increased role of the Parliament in guiding public policy and the development of legal frameworks for the country did not automatically come with an increase in capacity for deputies and parliamentary staff.

The Parliament consists of three primary venues where decisions are made. First and foremost are the plenary sessions where all decisions must be finalised. The Parliament has traditionally been a law-making body with a significant number of laws being passed annually. Draft laws can be proposed by the government, a deputy (i.e. a Member of Parliament (MP)) or a committee. 25,000 citizens can also initiate a draft law signing a petition asking for a draft law to be tabled in Parliament.

A second platform for decision-making is the 16 committees of the Parliament. Between 11 and 15 deputies sit on each committee. Women lead 4 Out of 16 committees. Membership is based on the proportion of seats in the Parliament. Each committee is supported by staff dedicated to each committee's work. As with the plenary sessions, the focus historically for the committees has been on law-making. Each committee has a scientific advisory council that is made up of academics who can be called upon to provide advice for the work of the respective committee. In addition, a number of committees have established one or more working groups that comprise stakeholders related to the sector for the which each committee is responsible. Such working groups include a diverse range of stakeholders, including the private sector and civil society.

A third platform is the councils. There are three active councils on – Gender Equality; Open Governance; and Children's Rights. These councils are similar to committees, but with a few differences in their mandate. First, the councils have no role in the law-making process and cannot propose draft laws. Second, as can be seen through the Open Government Council (OGC), space can be created for more active collaboration with CSOs. The OGC has a permanent advisory group that includes development partners and national CSOs. However, the OGC does not meet except with the advisory group present, which results in the members of the advisory group acting *de facto* as *ex-officio* members of the council. This allows for a more collaborative approach to the council's work.

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With the changes in the rules in 2018, committees now have clearly defined authority to oversight. First time in the history of Georgia's parliamentarism, it introduced an active practice of hearings of PM, ministers, accountable bodies, committee inquiries, MP's questions, etc. In the frameworks of implementing the EU recommendations in 2022, the Parliament further strengthened its capacities in numbers and quality of its oversight instruments. Yet there is significant potential in improving the experience in conducting such work via further developing capacity and knowledge.

Supreme Council of Ajara: The Constitution of Georgia recognises the autonomous region of Ajara by providing the region with certain legislative authority over limited areas of jurisdiction.[1] A legislative institution has been established as a representative body for the Ajara region. The Supreme Council of Ajara (SCA) has not benefited from significant support from development partners in the past and has not previously developed a planning process that would have enabled the SCA to better measure and promote reforms that reflect the effective delivery of its core functions – representation, law-making and oversight. The EU-UNDP joint initiative was the first major institutional development support for the SCA, which supported its openness initiatives from scratch and helped the Council to strengthen its legislative and oversight activities.

In the past, the SCA relationship with civil society was *ad hoc* and rare in nature. There were no platforms for routine engagement with CSOs that would allow for a more nuanced and effective relationship. For example, where the Parliament has had an Open Government Council since 2015, the SCA, until the interventions of the EU-UNDP joint initiative Consolidating Parliamentary Democracy in Georgia (2019-2023), did not have such a platform.

1.2. Recent Support

UNDP, in partnership with the European Union, has been supporting the Parliament of Georgia through a number of phases of project work. The most recent project – *Consolidating Parliamentary Democracy in Georgia* – was implemented from November 2019 to February 2023. Building on the success of the previous EU-funded and UNDP-delivered parliamentary support initiatives, this project focused on consolidating the new system of parliamentary democracy in the country in line with the institution's development strategy. It supported specific strategically important reforms aimed at ensuring sustainable institutional development and national ownership.

In addition, for the first time under the previous project, UNDP provided support to the Ajara legislature – the **Supreme Council of the Autonomous Republic of Ajara** (SCA). The support to the SCA leveraged the development work conducted with the Parliament of Georgia and the tools and capacity-building activities were shared between the two institutions, ensuring additional value from the project resources.

The joint EU-UNDP initiative focused on the consolidation of the achievements and strengthening of national parliamentary performance in the new context of the constitutional framework and governance system, through the activities linked with policy and law-making, parliamentary oversight, enhanced public engagement in parliamentary processes through the promotion of participatory democracy and open governance principles, and promoting institutional effectiveness and efficiency through strategic planning and capacity development initiatives. At SCA, the project included implementation activities aimed at

[1] Constitution of Georgia – Article 7 and the Constitutional Law on Ajara Autonomous Republic – Article 2.

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ensuring an effective and efficient institutional framework, institutional openness, transparency, and citizen engagement.

The project relied upon two implementing partners to support the enforcement of the reforms. The Georgian CSO *Institute for Development of Freedom of Information* (IDFI) was responsible for the outputs and sub-outputs related to the OGC and the development and implementation of action plans related to promoting a more open culture within the Parliament and the SCA. The *Westminster Foundation for Democracy* (WFD) was responsible for providing technical assistance to a select number of committees that were commencing work related to thematic inquiries and post-legislative scrutiny (PLS).

In early 2023, just before the project ended, an independent evaluation was conducted. The results of which highlighted some key findings that are relevant to the latest phase of support to the Parliament of Georgia and the SCA:

- **Policy and Law-making Processes have been improved at the Parliament** through the reformed Rules of Procedure (RoP), the institutionalisation of committee annual action plans linked with Association Agreement (AA) and SDGs, enhanced parliamentary research services and new mechanisms to activate effective committee rapporteurs' system leading to more deputies being engaged in evidence-based processes and issue-based debates.
- **Parliamentary Oversight has been enhanced** through the reformed RoP aligning it to the parliamentary system of governance as prescribed by the constitutional amendments of 2018 and providing the Parliament with new and effective oversight mechanisms; through increased capacities of parliamentary committees (both MPs and staff) to conduct thematic inquiries and post-legislative scrutiny (PLS) along with over 50 Civil Society Organisations (CSOs) across Georgia informed about these tools and ways how to engage in oversight processes; adoption of Parliament's Sustainable Development Goals (SDGs) and Association Agreement (AA) Action Plans to scrutinize Government's performance in both areas. Recommendations on the amendments to RoP, if adopted, will further strengthen Parliament's oversight powers and capacities in emergency situations.
- **Legislative openness, transparency, accountability and citizen engagement has been considerably increased** through the Parliament successful engagement in the Open Government Partnership (OGP) initiative (with UNDP advocacy and support), establishment of a Permanent Parliamentary Council on Open Governance to develop and monitor the implementation of legislative openness action plans, adoption of four Open Parliament Action Plans co-created and implemented with active civil society engagement.
- **Institutional Effectiveness and Efficiency has been reinforced** through the development and implementation of the Institutional Reform Plan for 2016-2018 and elaboration for the new Strategic Development Plan for 2022-2024; development of the Business Continuity Management (BCM) system; Action Plan of the Permanent Gender Equality Council for 2022-2024, and capacities across parliamentary administration and design and implementation of the Deputy Induction Programs with active engagement and leadership of Parliament's Training Centre.
- **Gender Equality has been supported** - UNDP has been assisting Georgia to achieve its gender equality goals for over two decades. Its support has been focusing among others on women's political empowerment at national and local levels and on supporting the development of a legal environment that promote meaningful equality between men and women in every area of life. In this context, UNDP supported in 2014 the creation of the Task Force on women's political participation, with the goal to increase women's political participation, including by advocating for

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mandatory gender quotas. In addition to supporting gender quotas in the country, UNDP has conducted research and analysis on the barriers to Women's political participation in Georgia and the benefits of Gender Quotas promote evidence-based policymaking. Under the direct support of UNDP, various forums, workshops, and other thematic events were organized to promote dialogue and raise awareness about the importance of Gender quotas and women's political participation among policymakers, political parties, civil society organizations, young people, and the public. Moreover, the UNDP has provided training and capacity-building support to political parties to increase their knowledge and understanding of gender equality and to help them implement gender quotas effectively.

- **Institutional Reforms at the Supreme Council of Ajara -** Within over a two-year period, SCA's institutional effectiveness and efficiency increased through the development and on-going implementation of the SCA's first ever Strategic Plan for 2021-2024 as well as the Action Plan for Gender Equality Council of the SCA for 2021-2023 and introduction and implementation of Induction Program for newly elected members. SCA's law-making and oversight capacities have been improved through institutionalisation of committee action plans and piloting of thematic inquiries. Important results have been reached in SCA becoming more open and transparent with a number of citizen engagement mechanisms adopted and operational – through engaging SCA in OGP initiative, adopting and implementing its first ever legislative openness action plan with active engagement of local civil society and adapting SCA's physical and online services for the persons with disabilities.

The Parliament has also benefited from the support of other development partners (e.g. GIZ, USAID, NDI, IFES, UN Women) in institutional development and on good governance issues, with some interventions focusing on specific thematic areas (gender mainstreaming, research support), with others having wider scope. The SCA has had much less engagement from similar partners with limited interventions, mainly on gender equality.

Nevertheless, there are still a number of institutional and political challenges that are hindering the development of the full parliamentary life in Georgia. Although the law-making function is quite developed, the usage of the evidence-based approach and proper analysis is limited. Whilst there are a handful of new and effective mechanisms to scrutinise Government activities, those need to be put into more active practice.

To ensure increased representation and transparency, the Parliament needs to prepare and adjust in time for the changed nature of representation following the expected full transition to the party-list system in 2024. It needs to keep engagement with women and diverse social groups, especially discriminated and vulnerable by system, and provide a space and platform for dialogue on the inclusive legislative solutions and policies that respond to the diverse needs of various disadvantaged communities.

Parliamentary functioning in Georgia is still characterised by deep political divide and partisanship in almost every aspect of parliamentary work. Some of the examples are the absence of cooperation on joint legislative proposals between majority and opposition, even in cases where potential consensus might be explored and reached.

Finally, in order to increase institutional performance, a well-equipped, modern, and agile organisation needs to be put in place. The Parliament still lacks adequate institutional capacity, processes, instruments, and human resources to meet the increased demand for the quality of work and its role, in general. Although

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the SCA is at an earlier stage of institutional development, similar pattern of needs is observed with the regional legislature as well.

1.3. Development Challenge

Given the above description of the current status of the legislative bodies in Georgia, it is possible to define the development challenge that underpins the proposed work with the Parliament and the SCA. In short, historically, there was not a political system and, in turn, political culture, that promoted the design of public services and development of public policies that reflect the interests of citizens and civil society. Decades of one-party governance created a society and culture where citizens became accustomed to policies being something imposed upon them and not an opportunity to participate in its design. As a result, the Parliament and SCA, despite institutional reforms, require further assistance in overcoming a lack of space for political parties and citizens to co-create public policy and design public services or monitor their implementation. This has resulted in limited engagement of citizens in the work of the legislative institutions and limited use of the oversight mandate to hold their respective governments to account.

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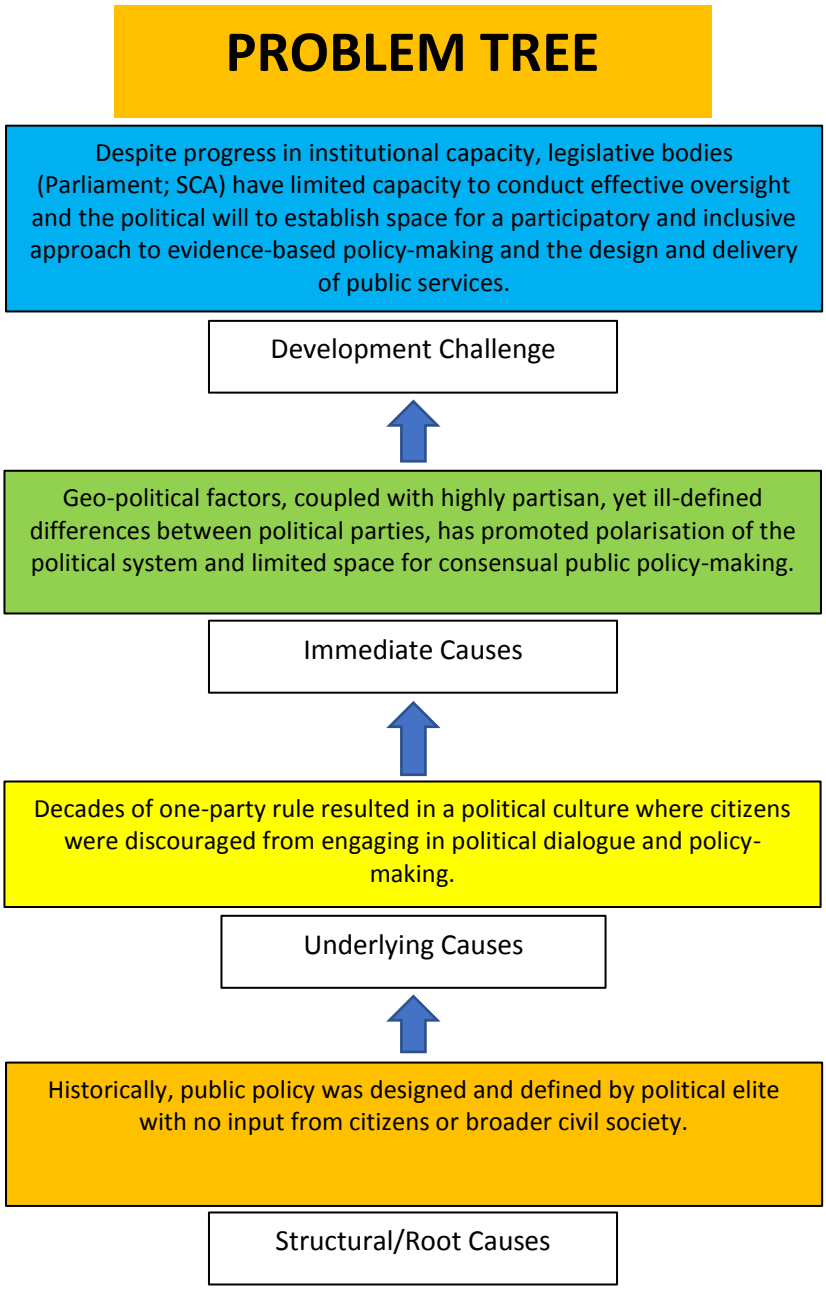

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II. STRATEGY

By supporting the Parliament and SCA, UNDP will create civic space for citizens, especially those who are disadvantaged, to be active parties to the development of policies and legislation that will shape their economic and social growth. Specifically, a human rights-based approach to the project's work will ensure the work of UNDP is focused on key elements of the SDGs and their implementation, including gender equality, green transition, inequality, while leaving no one behind.

Given the development challenge noted above, the project will focus on two key strategic entry points in its work:

- **Institutional Reform** within the Parliament of Georgia and the Supreme Council of Ajara to create sustainable and institutionalised systems and processes that will ensure the routine engagement of citizens in its work and the use of timely and high-quality research and analysis to support evidence-based policy-making. By focusing on these political institutions, the goal is to ensure the constitutionally-mandated legislative authority is well-linked to citizens and is able to establish and maintain its role as a liaison between the people and their government and to ensure the laws of Georgia and the work of the government are effectively and openly scrutinised; and

- **Political Dialogue** will be promoted through two interventions. First, and new to UNDP's work with the legislative bodies, is to share knowledge and build capacity of political blocs in the institutions to enable them to be more effective in their roles as government and opposition. Second, the project will facilitate opportunities for political dialogue through cross-party interactions in the work of parliamentary committees, parliamentary councils and less formal cross-party groups. Building on the results already achieved with regard to the openness of the institutions, the project will concurrently facilitate space for citizens and CSOs to be active in the work of the Parliament and SCA, particularly as it relates to their work in developing and scrutinising draft laws and monitoring the programmes and expenditures of their respective governments.

UNDP has established itself as a long term and trusted partner for the Parliament of Georgia (and is quickly achieving this status with the SCA) with a reputation for neutrality and the provision of unbiased technical assistance that supports the development of the institution. UNDP will leverage this role in the delivery of the project.

By sharing knowledge and experiences related to a more participative and inclusive approach to the work of the legislative bodies, the project will support the Parliament and SCA to test and try new methods of working that fit within the context of Georgia. Such new approaches will be context-specific and will depend on the political will and capacity of deputies and the parliamentary staff. However, such new approaches will likely include hands-on, daily interactions between the project team and key parliamentary beneficiaries and will focus on "learning by doing" with mentoring, piloting and coaching as methods of introducing new modalities of work for the Parliament/SCA. These new approaches will include the need to ensure that the needs of citizens are at the centre of the work of Parliament.[2]

[2] The project will base its work on the best practices in the field of parliamentary development and will draw upon leading publications in this field. These include: Strategy Note on Parliamentary Development (UNDP); SDG Handbook for Parliamentarians (GOPAC/UNDP); Parliamentary Oversight for Government Accountability (World Bank); Legislative Oversight and Budgeting (World Bank); Open Parliament Principles (Open Government Project); and Effective Financial Scrutiny: The Role of Parliament in Public

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Once the parliament has applied such new tools, approaches and procedures to its work and positive results and impact have been observed, the project will support the institutionalisation of these new systems through changes to the procedures, policies, and practices in the Parliament.

The project will also work closely with related projects and programmes being implemented by UNDP, including related work on electoral assistance, gender equality, access to justice and support to civil society. The project will also work closely with other development partners active in the sector (e.g. NDI, GIZ). These projects will work in areas that are linked closely to the work of this project, especially with regard to political governance. Coordination will include regular cross-project meetings to share information and the coordination of annual work plans. Opportunities for joint activities and collaboration have already started and will continue.

2.1. Theory of Change

The Parliament of Georgia and the Supreme Council of Ajara have a unique role in the public sphere in the country. The institutions are at the crossroads of governance and public participation. Their mandates for the passing of laws, the monitoring of government programmes and the representation of citizens places it in a position that could allow it to lead on the development of the country based on Agenda 2030.

UNDP will build and leverage trusted relationships with political and parliamentary leaders to support the implementation of Agenda 2030 and the Sustainable Development Goals. This will be achieved by working with deputies and staff to support evidence-based analysis and participative processes to allow for the co-creation of policy solutions that will support the achievement of the Goals and, in turn, to build a new relationship between Parliament and the SCA, and its deputies and citizens.

By sharing knowledge and the provision of timely technical assistance, the project will create space to test and try new tools and approaches that may work in the context of Georgia. Such pilots will ensure space for civil society and citizens to not only be heard, but to be co-creators of new ideas and solutions. Where the pilot projects show positive results, the project will promote the replication and scaling up on these new tools across the work of the Parliament and/or the SCA.

2.2 Gender Mainstreaming and Women's Participation

In Georgia, significant steps have been taken to strengthen women's political participation. However, the analysis of the legislative framework, the international best practices and the analysis of the qualitative study have shown that additional changes are needed to maintain progress in this area and to achieve substantive gender equality in the country. In particular, it is essential to improve the legislative framework, strengthen the national mechanisms of gender equality and promote the establishment of institutionally strong political parties.

Women's participation in the decision-making process is a prerequisite for developing state laws and policies that safeguard women's economic, social and cultural rights and promote the interests of women. Multiple factors contribute to the situation of today where women are underrepresented in political leadership.

Finance (World Bank). These and other documents and resources will be utilised to build a project that addresses the key development challenges in Georgia.

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Women's political involvement, participation and access to formal political power structures are linked to many different structural and functional constraints, which differ across countries.

According to the 2023 Global Gender Gap Index, Georgia ranks 91st place out of 146 countries in terms of women's political participation, which is step backward comparing to 57th place in 2022 year. According to the Inter-Parliamentary Union[3], Georgia is ranked as 128th out of 186 countries with 18.4% of women.

In 2020, the first-ever mandatory gender quotas were adopted in Georgia, establishing a temporary mechanism to increase women's political representation. The Electoral Code amendments institute a 1/2 gender quota ("one in two of different gender") for proportional lists to local councils (Sakrebulo) and 1/4 ("one in four of different gender") to the Parliament. Later, in 2021, quotas for local self-government changed to 1/3 ("one in three of different gender") of the proportional lists. As a result, women's representation in the Parliament increased from 13 to 19.3 percent (29 women). The number of elected women in the local government has increased by 10 percent from 14 percent (2017) to 24 percent (2021).

Despite positive steps forward, women's meaningful participation in central and local politics and decision-making remains a challenge. For example, the practice of the 2020 parliamentary and 2021 local self-government elections showed that even when put on party lists, women had fewer opportunities to make decisions about their participation or positioning. According to the research on quotas[4], political parties broadly support gender quotas, admitting that the quota mechanism helped discover and promote active and talented women candidates who previously, were engaged in little more than party jobs. However, political parties either do not have internal gender-related policies, or the policies they do have are weakly designed and implemented. Sustainable political parties with strong internal democratic mechanisms that recognize the importance of women's participation, human rights, and gender equality and their role in addressing it remain the challenge. In addition to that, political parties do not have clear rules for finding, attracting, engaging, or promoting female candidates.

Furthermore, structural and systemic barriers—including the disproportionate burden of family and caregiving roles coupled with long and inflexible hours in both public and political work—as well as the violence against women in politics and elections prevent women from participating fully in decision-making at all levels.

It should be noted that increased use of sexist language towards women involved in political life is problematic and prevents women's meaningful participation and contribution to Georgian democracy. According to the latest data, 54% of female candidates have experienced physical, psychological, economic, or sexual violence and harassment during their election campaigns or political careers. Sexist hate speech is often used against women politicians in social media, including attacks based on their gender identity, appearance, intellectual abilities, and moral grounds. Unfortunately, use of similar sexist terms and phrases towards women is a method of political fight, which is aimed not at criticizing or opposing, but degrading active women involved in political life. Such women are under increased risk of violence and discrimination as a result of the existing gender inequality in the country.

[3] Data provides 6 months period of 2023 year.

[4] Mandatory electoral gender quotas in Georgia, 2022, UNDP Georgia.

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The project will apply a results-based management approach to its work to deliver results at the impact, outcome and output levels.

Overall Objective / Impact Level:

- Legislative bodies in Georgia (Parliament; Supreme Council of Ajara) are actively engaging citizens (especially disadvantaged groups) in an evidence-based, consensus-oriented approach to co-creating public policy and the design of public goods and services.

Specific Objective / Outcome Level:

- National and regional legislative bodies in Georgia, including deputies, party blocs and committees, have the capacity, resources, sensitivity and political will to fulfil their constitutional mandates with regard to law-making, oversight and representation through an evidence-based, participatory, transparent, accountable and inclusive approach to their work.

Output Level:

- UNDP provides technical assistance, capacity development support and facilitation of political space to the Parliament and the SCA to enhance the capacity of key actors and systems within the institutions to try new methods of work that will enhance existing systems and promote new ones to support more inclusive, participatory, equal, transparent and accountable institutions.

This theory of change is based on certain assumptions. To start, it is assumed that the Parliament and the SCA have the political will to try new approaches to their work and are willing to welcome a greater role for citizens and civil society to be active in their work. It is also assumed that the work of the project will be based on effective analysis and a system-wide approach to reforms in the political system. UNDP will ensure that it has the resources and systems in place to implement pilot projects and to evaluate the results of their work.

Where such assumptions, and others as outlined in the diagram below, are in place, UNDP will use specific accelerators of change to expedite reforms in how Parliament and the SCA work. The application of gender equality principles, including robust gender impact analysis, ensuring gender mainstreaming will support women deputies as leaders within the Parliament (i.e. committee chairpersons; party factions). Through the provision of timely technical assistance, the project will coach and mentor deputies and staff as they try new approaches to their work. Finally, by focusing on the facilitation of political dialogue, the project will promote a more consensus-oriented approach to policy-making.

Based on these interventions and assumptions, the project will strive to create in the Parliament and SCA governance institutions that are able to be effective partners in the design and implementation of public policy and public services and to be a just, accountable and inclusive institution. This will be achieved through specific outputs related to enhancing the capacity of the institutions to conduct law-making and oversight activities, greater and equal representation of citizens in their work, greater space for political dialogue and institutional reforms.

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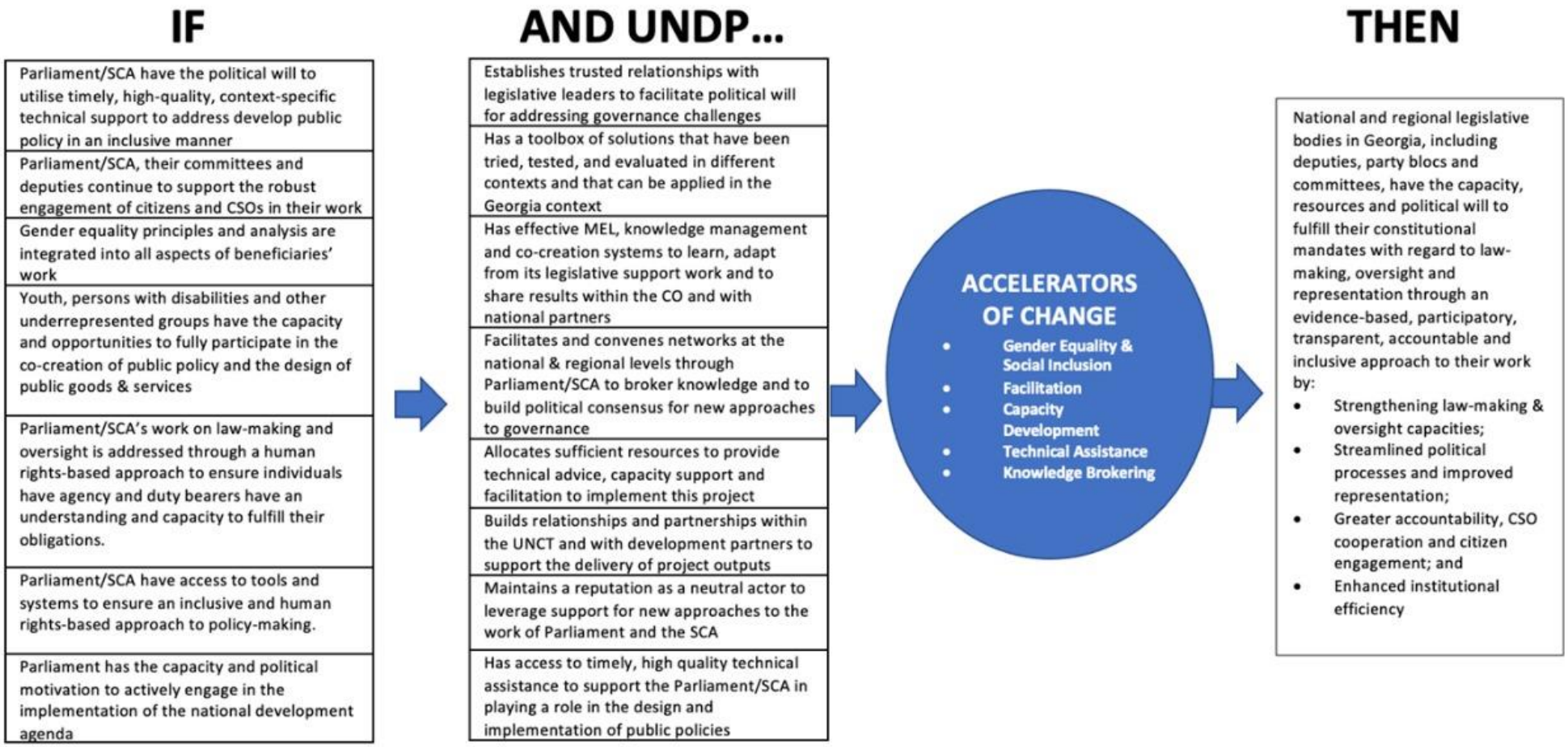
Theory of Change Diagram



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III. RESULTS AND PARTNERSHIPS

3.1. Expected Results / Outputs

The project will strive to achieve the following impact: Legislative bodies in Georgia (Parliament; Supreme Council of Ajara) are actively engaging citizens (especially disadvantaged groups) in an evidence-based, consensus-oriented approach to co-creating public policy and the design of public goods and services and outcome: National and regional legislative bodies in Georgia, including deputies, party blocs and committees, have the capacity, resources, sensitivity and political will to fulfil their constitutional mandates with regard to law-making, oversight and representation through an evidence-based, participatory, transparent, accountable and inclusive approach to their work.

This impact/outcome will be achieved by delivering the following outputs:

OUTPUT 1: STRENGTHENED LAW-MAKING AND OVERSIGHT CAPACITIES

The Parliament of Georgia has had a steady progress in enhancing its capacity to fulfil its mandate with regard to developing, scrutinising and passing draft laws. The changes to the Rules of Procedure (RoP) in 2018 have spurred new opportunities and entry points for these functions to be further developed. Looking forward, the next EU-UNDP support project to the Parliament, as described in this document, will again focus on how the Parliament, its staff, deputies and its committees can continue to institutionalise tools and systems that have been tested and tried in previous phases of support and to pilot newer approaches that will continue to enhance the work of the institution.

This output will be achieved through the implementation of the following activities:

PARLIAMENT OF GEORGIA

1.1 Institutionalising the Work of Parliamentary Committee Rapporteurs – Committee rapporteurs are a relatively novel law-making and oversight mechanism introduced by the reformed RoP of the Parliament and reflect a tool that is well-established in European parliamentary systems. The appointment of designated deputies as committee members who will lead on the review of draft laws and oversight inquiries ensures the distribution of work among deputies and closer scrutiny of legislative initiatives and government activities. This approach can lead to evidence-based law-making and oversight processes, issue-based parliamentary debates, and more effective engagement of individual Deputies in committee work – all of these resulting in enhanced committee/Parliament performance.

> **ACTION:** Building upon the lessons learnt in the previous project, UNDP will extend support to a bigger group of deputies to institutionalize the mechanism across the Parliament and support the transformative change of political culture in the work of individual Deputies, committees and the Parliament in general. Focus will be on the introduction of a system of rapporteurs and co-rapporteurs to promote balanced and equal representation of Deputies of different political groups in the process.

1.2 Promoting Evidence-based Law-making Processes through the use of Regulatory Impact Assessment (RIA) – In parliamentary systems of governance, the legislatures traditionally do not conduct RIA of draft legislation as it is mostly the competence and task of the Executive. However, Parliament shall be equipped with the knowledge and skills to be able to scrutinize the RIA reports required to accompany draft legislation.

> **ACTION:** To support the evidence-based law-making process in line with the best international practices, UNDP will develop respective capacities of the committee staff and parliamentary researchers in screening legislation through RIA methods. This will lay grounds and prepare Parliament for a fully-

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fledged RIA process as currently; RIA is mandatory for only a limited number of laws related mostly to economic policies.

1.3 Strengthening Evidence-based Law-making and Oversight Activities through Enhanced Analytical and Research Services – In 2019, the Parliament reorganized its research services to establish a 'think-tank' type of body to support Deputies in their legislative and oversight activities. However, in view of the political and pandemic-related challenges of the past two years, the establishment of the Research Centre is still in progress. Its capacities need to be developed and reinforced to be able to provide professional, independent, neutral and solid research and analytical support to Deputies. Furthermore, the project will offer capacity building initiatives tailored to the needs of the staff and will support the establishment of cooperation with other parliamentary think tanks and research organisations, enabling the Centre to have a pool of external resources (material and human related) to ensure a provision of best possible expertise to the Parliamentary subjects.

ACTION: UNDP will engage with the Research Centre's leadership and parliamentary researchers to identify mid- and long-term strategic priorities responding to their institutional needs and capacity development. The project will also support the institutionalisation of the quality assurance instruments (such as feedback mechanisms, annual surveys, etc.) that would enable the Centre to address some of the key challenges voiced by the Deputies regarding quality of their deliverables. All of this will be done with an eye on ensuring that the work of the Centre remains well-grounded in the work of the Parliament, including its committees and councils.

1.4 Enhancing Parliamentary Control over Executive through Effective Use of Oversight Mechanisms – The 2018 reform of the Parliament's RoP laid a strong basis for initiating a transformative change in the parliamentary oversight culture in Georgia. Important mechanisms have been introduced to facilitate the Parliament's stronger role vis-à-vis the Government and ensure consistent scrutiny of its performance. Regular reporting to the Parliament by the Prime Minister and other Government ministers on the implementation of governmental programmes, ministerial hours and interpellations, deputy questions, thematic inquiries and post-legislative scrutiny (PLS) – are all key oversight mechanisms that enable the Parliament to exercise its constitutional powers effectively. Three years have passed since the enactment of the new RoP, but the local political developments and global pandemic of the last years have had considerable impact on the institutionalisation of the new procedures at the Parliament. As a result, there is continued and pressing need to equip deputies and staff with knowledge, capacities and skills to use the available mechanisms and procedures in practice effectively.

Although EU-UNDP and other donors have already contributed to facilitating the process of thematic inquiries and PLS at parliamentary committees, challenges remain in the effective management of the processes, inconsistency in the format/standards of committee reports, and the follow-up to the committee recommendations. At the same time, there is a varying degree of knowledge and capacities across the committees as not all of them have undertaken this exercise.

ACTION: The Standard Operational Procedures (SOPs) will be developed for each oversight mechanism as knowledge material and guidance for deputies and staff in their daily work. The existing guides to thematic inquiries and PLS will be upgraded considering the Parliament's lessons learned as well as external expert assessments of inquiry/PLS processes carried out in the last years.

UNDP will advocate for and propose uniform reporting formats/standards for committee thematic inquiries and PLS. Emphasis will be laid on the decreased reliance on external expertise and more

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effective use of committee staff. For this purpose, more intensive capacity-building support will be offered to the staff of the committees, particularly those with less experience in conducting inquiries/PLS.

Support will be provided in setting better reporting standards for accountable state institutions. While piloting the initiative with the select institutions (and committees), UNDP will advocate for the gradual institutionalisation of new standards across all relevant bodies. Support will also include setting up a special follow-up mechanism for monitoring the implementation of the Parliament's recommendations to the Executive.

1.5 Improving collaboration with Independent Oversight Institutions – Independent oversight institutions, such as the State Audit Office (SAO) and Public Defender of Georgia, are important collaborators for the Parliament to monitor the Government's activities. In recent years, considerable support has been directed to increase the independence and professionalism of these institutions, and improve collaboration with the Parliament; however, challenges remain, particularly in terms of effective follow-up to the institutions' recommendations.

ACTION: UNDP will design a dedicated initiative to improve cooperation schemes and working practices between the Parliament and oversight institutions. Support will be based on the findings of the study commissioned by the EU-UNDP project which identified the gaps and challenges in this direction.

1.6 Enhancing Budgetary Oversight Capacities of Sector Committees – Over the years, the Parliament of Georgia has received considerable donor support, including from UNDP, to develop budgetary oversight capacities. However, as elsewhere, the oversight over the budget execution is considered the sole responsibility of the Budget and Finance Committee, which assisted the SAO and Parliamentary Budget Office (PBO) in developing conclusions and recommendations on Government reports. Meanwhile, the engagement of other sector committees in the budgetary oversight process is rather limited.

ACTION: UNDP will provide technical assistance to select sector committees on programme budgeting and scrutiny of budget performance in their respective sectors of governance. Emphasis will be laid on scrutinising the budget execution against the achievement of 2030 Agenda for Development. The support will be directed in close cooperation with the Budget and Finance Committee, SAO and PBO. In addition, in order to ensure increased visibility of the EU development support to Georgia, UNDP will engage with relevant committees to initiate hearings dedicated to the review of EU Budget Support Programs.

1.7 Strengthening Parliament's Role in Advancing Georgia's EU Agenda – The Parliament has a distinctive role to play in achieving Georgia's EU integration agenda which, *inter alia*, encompasses harmonisation of national legislation with respective EU *acquis.*

ACTION: UNDP (in consultation with the EU partners and the Parliament) will support select legislation in engaging with the relevant committees to build their knowledge in the field and promote issue-based debates in this regard.

SUPREME COUNCIL OF AJARA (SCA)

1.8 Enhance SCA's Law-making and Oversight Activities through Evidence-based Research and Analysis – SCA's capacities to lead evidence-based law-making and oversight activities are quite limited, in many ways due to the lack of research and analytical capacities of the SCA staff.

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ACTION: Building upon the practices of the Parliamentary Research Centre and the commitment of the SCA to set up a dedicated unit for research activities, UNDP will provide capacity building support to the SCA staff. Partnerships and exchanges with Parliamentary Research Centre will also be facilitated for effective cross-fertilisation. This will lead to increased capacities of SCA staff to provide effective support to its members during the exercise of legislative and oversight functions.

1.9 Enhancing the Work of SCA Committees through Piloting a Committee Rapporteurs' Mechanism – Distribution of work in the SCA committees is quite ineffective with mostly the committee chairs dealing with the committee workload. This results into ineffective law-making and oversight processes and lack of issue-based debates in the committees. One of the solutions to the problem is institutionalising a practice of committee rapporteurs at the SCA. Although the mechanism is not provided under the RoP of Ajara legislature, it can follow in the steps of the Parliament and test the mechanism locally.

ACTION: UNDP will support SCA members to understand the mechanism better, pilot it with select committees and members, and gradually establish the practice in the whole of the regional legislature.

1.10 Institutionalising Oversight Mechanisms at the SCA with Increased CSO Participation – SCA has introduced a number of oversight mechanisms in its revised RoP, which had not been practiced before. PLS is one such mechanism. In addition, the SCA leadership has also decided to go further and test those mechanisms that have not been yet provided under the RoP but which envisage increased civil society engagement in decision-making and oversight processes, such as thematic inquiries. In the frame of the current EU-UNDP project, basic trainings on thematic inquiries and PLS have been already provided to Members and staff of SCA and two pilot inquiries are to kick off at select committees.

ACTION: Capitalising on this experience, UNDP will work closer with all SCA committees and councils to institutionalise thematic oversight inquiries and PLS in the regional legislature. Support will also focus on raising capacities of local civil society about the new mechanisms and the effective ways for them to participate in the SCA's oversight processes.

OUTPUT 2: STREAMLINED POLITICAL PROCESSES AND IMPROVED REPRESENTATION

To ensure the streamlined political process and improved representation at the national and regional level, the project will focus on the following activities:

PARLIAMENT OF GEORGIA

2.1 Increasing Capacities of Political Groups to Effectively Engage in Parliamentary Oversight – Conducting oversight of government's activities is the responsibility of both the ruling and opposition parties in the Parliament. However, in the transition democracies, such as Georgia, on one hand, the ruling party mostly refrains from scrutinising the Government actions as it views itself as part of one 'ruling party team' and thus fears to jeopardize its own image. On the other hand, the opposition groups have either limited understanding of their role in parliamentary activities or have a pessimistic view regarding the attainable results, using the legislature mostly as a forum for political statements. On top of that, only a few deputies (irrespective of their political affiliation) have an in-depth knowledge of parliamentary procedures and willingness to engage in the oversight activities. That prevents the majority of deputies from effectively using the tools available to them to carry out their constitutional duties.

ACTION: For the first time, UNDP Georgia will directly engage with the political groups in the Parliament to raise their knowledge in parliamentary procedures with a particular focus on the oversight function. A

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comprehensive capacity building programme will be offered to deputies and staff from both the ruling and opposition political groups. The programme will focus on the RoP and different oversight mechanisms that are or have been recently made available including through the EU-UNDP projects. As mentioned in Output 1.1 above, deputies across different political groups will be also assisted in their capacity as committee rapporteurs to scrutinize government activities and produce respective reports. Special attention in the process will be paid to building knowledge and increase sensitivity towards the pressing issues of human rights, gender equality and social inclusion of underrepresented groups. This could also lead to forming subject-matter cooperation across party lines.

2.2 Facilitating Cross-Party Dialogue and Cooperation – It is a great challenge for the political parties represented in the Parliament to find common ground for multi-party initiatives. Although, there are politically neutral themes, political groups find it hard to collaborate across the aisle. This causes further polarisation and hinders its institutional reputation.

ACTION: Capitalising on previous successful examples of engaging various groups in joint parliamentary initiatives (e.g. through open governance work and committee thematic inquiries), UNDP will continue to use similar and other platforms to engage them in multi-party discussions and work with opposing groups on politically neutral policy areas or other common agenda that have capacity of collaboration.

Based on previous engagements, women's rights and the rights of persons with disabilities could be considered as possible priority areas of engagement for cross-party collaboration. Existing good practices of cooperation across party lines on these issues create the possibility for further engagements. The process could result in establishing a cross-party Women's Caucus – an important mechanism to engage men and women deputies, as well as CSOs and academia, to enhance human rights and gender equality within and outside the Parliament.

To additionally reinforce the activity, deputies will be exposed to the best European practices in cross-party communications, negotiations and consensus-building to advocate for the importance of setting up a new political culture in the Georgian Parliament.

SUPREME COUNCIL OF AJARA (SCA)

2.3 Increasing Capacities of Political Groups to Engage in SCA Activities Effectively – SCA has an expanded mandate and authority as a result of constitutional reform, including a wide array of oversight activities and additional fields for legislation. Political groups, however, remain passive in engaging in SCA activities and the two factions currently active in the regional legislature rarely have any legislative initiatives. Similar to the Parliament of Georgia, the ruling party at the SCA mostly refrains from scrutinising the activities of the Government of Autonomous Republic, while the opposition groups lack the understanding of their role, in general.

ACTION: UNDP Georgia will directly engage with the political groups/factions in the SCA to raise their knowledge and skills in exercising legislative powers and conduct effective oversight. Focus will be made on familiarising the members and their staff about SCA procedures and their practical application.

2.4 Facilitating Cross-Party Dialogue and Cooperation – Similar to the Parliament of Georgia and a lack of political traditions, there is a great challenge for the political groups in the SCA to find common grounds for cooperation and consensus-building. This could be further exacerbated after 2024 Parliamentary/SCA Elections, when the members of the SCA will be elected through a fully proportional system, resulting in

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potentially greater political diversity and the critical need of consensus and coalition-building among the different groups (currently, there are only two political groups represented at the SCA).

ACTION: UNDP will use the similar model it will apply in the Parliament of Georgia (see Output 2, Activity 2.2 above) to facilitate cross-party communication and cooperation, and provide grounds for institutionalising a European-style political culture in the regional legislature as well.

OUTPUT 3. GREATER ACCOUNTABILITY, CSO COOPERATION AND CITIZEN ENGAGEMENT

For the purposes of achieving greater accountability and ensuring CSO cooperation and citizen engagement at the Parliament and the SCA, the project, supporting the equal and full participation and engagement of disadvantaged groups in all stages of the implementation, plans to undertake the following activities :

PARLIAMENT OF GEORGIA

3.1 Advancing Legislative Openness, Transparency and Accountability – Since 2015, the EU and UNDP have been leading partners for the Parliament of Georgia in its work towards enhancing openness, transparency and accountability of its activities, including supporting the work of the Permanent Parliamentary Council on Open Governance. This support will continue, with a focus on the development and approval of a new Open Parliament Action Plan and its implementation.

ACTION: Appreciating the critical role the Open Parliament Council plays in legislative openness as well as Parliament-civil society cooperation, UNDP will continue the mentioned support in the next intervention as well. The focus will be made on advancing legislative openness to a higher level, introducing more robust Parliament-CSO partnership mechanisms (*inter alia, cooperation with EaP-CSF Georgia National Platform*) and sustainability initiatives, including proactive disclosure of parliamentary information, creation of effective parliamentary accountability tools, etc. Evaluating the effectiveness of the Council and its Secretariat as well as the results and impact of concrete openness initiatives will be another scope of activity. Building on existing good practices of the Open Governance Council, UNDP will continue to support the establishment of semi-formal models of subject-matter cooperation with CSO partners.

3.2 Supporting Citizen Engagement including through Increased Role for Civil Society – Although through legislative openness reforms, many new engagement tools have become available for citizens, public awareness of their usage is still very limited. The Parliament requires modernisation of its public services to be able to more effectively inform and support citizens during their engagement with the Parliament. At the same time, there is room for improvement in terms of civil society engaging more actively in educating citizens and connecting them with the Parliament. This would ensure better voicing of the interests of the local population.

ACTION: To that end, the new parliamentary initiative, on one hand, will focus on strengthening the capacities of the Parliament's Citizen Engagement Centre to pilot different in-person and online services for citizens and serve as an information hub, including targeted activities to enhance engagement of women and underrepresented groups, such as conflict-affected, elderly, youth, ethnic minorities and people living in rural areas, LGBTQI, religious minorities, persons with disabilities. Support will be also directed at developing the Parliament's communications capacities through working with its relevant services.

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On the other hand, the project will engage with local civil society organisations (both in Tbilisi and regions) to boost their knowledge and capacities on the Parliament and the role of the civil society in advancing participatory democracy in Georgia. Small-size grants will be awarded to the selected CSOs to design citizen education programs and work directly with citizens, including women, ethnic minorities, persons with disabilities and other disadvantaged groups, to promote their participation in decision-making processes through the application of different parliamentary engagement instruments.

3.3 Institutionalising a New System of Constituency Outreach (Post-2024) – From 2024 Parliamentary Elections, Georgia will move to a fully proportional electoral system. While it is yet to be decided how the new system will be set up, it is critical to establish a model which will ensure a continued and stronger link between the parliamentarians and their electorate.

ACTION: UNDP will provide support to the Parliament in developing and testing the new system in practice. The primary beneficiary of the support will be the Parliament's Public Relations and Information Department and the Citizen Engagement Centre. Another beneficiary group will be political groups (deputies and staff) - as the majoritarian constituency offices will no longer exist, support will be offered to political groups to raise their capacities in managing the new constituency outreach model and ensuring an effective exercise of the Parliament's representative function. Standard Operating Procedures/guidelines on how to engage underrepresented groups will be developed for political groups.

3.4 Promoting Youth Engagement – Participatory democracy cannot be achieved without a strong Parliament, but at the same time, it cannot develop without an active civil society and a well-informed citizenry. Education on civil rights, democratic governance and the role of a citizen in decision-making processes shall start at a young age to encompass the whole of society and produce long-term results.

ACTION: Building on its past interventions, UNDP's next project will focus on youth education and engagement in decision-making processes. The project in cooperation with the Parliament will launch a special Parliamentary Debate Tournament and Parliamentary Summer School programme to familiarise younger generations with the role and functions of the Parliament, teach the culture of parliamentary debates among other issues.

3.5 Developing Uniform Mechanisms for External Assessment of Parliamentary Performance – Parliamentary Monitoring Organisations (PMOs) play an important role in improving the transparency and accountability of legislatures, by ensuring in-depth and regular analysis of their performance. In Georgia, there are number of PMOs which assess parliamentary performance. However, there is no comprehensive and standardized methodology for the assessment; there is neither consistency in the frequency/regularity of such assessments.

ACTION: UNDP will work with other development partners and CSOs to establish a Parliamentary Performance Index (PPI) based on international methodologies and using qualitative and quantitate KPIs for measuring the effectiveness of Parliament's Policy-/Law-making, Oversight and Representative functions. UNDP will also announce calls for application to select local PMOs to perform the assessment according to the new methodology on annual basis.

SUPREME COUNCIL OF AJARA (SCA)

3.6 Supporting the Implementation of the SCA's Open Governance Reforms – Since the engagement of SCA in the OGP initiative, the regional legislature has made impressive steps towards opening up its institution

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and committing to greater citizen engagement. Exemplary co-creation processes of the first openness action plan and its high implementation rate are clear demonstrations of SCA's commitment. EU-UNDP project has provided major support in this direction and is currently helping SCA to adopt another transformative openness action plan. On its part, the SCA plans to assign a dedicated staff and has created a special unit for strategic development to further the process. Nevertheless, SCA requires continued support in advancing its openness agenda and introducing more effective transparency, accountability and citizen engagement mechanisms.

ACTION: UNDP will expand its work with the SCA to build sustainable in-house capacities and ensure local ownership of all related processes. UNDP will also advocate and support SCA's international cooperation activities around legislative openness, share experiences with peer parliaments and play an active role in the subnational OGP community.

3.7 Reinforcing SCA-Civil Society Cooperation and Engagement – In the past years, despite some instances of collaboration between the SCA and civil society, the relationship between the two had been quite tense. Since the engagement of SCA in the OGP initiative, cooperation has improved. EU-UNDP project enabled and facilitated the co-creation process of the first openness action plan, which was highly appreciated by both SCA and CSOs. However, being in its embryonic stage, continued support is required to institutionalize the practice of robust SCA-CSO partnership in almost all areas of SCA activities. At the same time, the role of the local civil society in raising awareness among citizens and connecting them with the SCA is quite limited, while the interest towards utilising newly established openness platforms is growing.

ACTION: UNDP will capitalise on past achievements and support the SCA to further develop cooperation with CSOs through activating effective engagement mechanisms, including the organisation of public consultations, hosting CSO days, and others. At the same time, the project will engage with local civil society organisations (based in Ajara and/or having representation in the region) to boost their knowledge and capacities on the SCA and the role of civil society in advancing participatory democracy. Similar to the work within the parliamentary dimension (see Output 3.2), small-size grants will be also awarded to the selected CSOs in the Ajara region to design citizen education programmes and work directly with citizens and promote their participation in decision-making processes.

3.8 Developing Effective Communications Capacities – SCA plays a significant role in local decision-making; however, awareness and public interest towards the regional legislature is quite low. During the previous EU-UNDP project, SCA adopted its first-ever strategic communications document with ambitious goals of improving public outreach with external stakeholders, different groups of society and citizens in general. Furthermore, with joint efforts, a digital platform (chaerte.sca.ge) was developed and the citizen engagement centre was created.

ACTION: Through this specific project, UNDP will support SCA in implementing selected actions from the communications strategy to develop respective in-house communications capacities, apply innovative approaches and assist in making citizen engagement a *modus operandi* for the SCA. The work will also include raising awareness on the citizen engagement centre and improving the services offered both through a web-based platform and in a physical space.

3.9 Promoting Greater Women Representation in Decision-making Processes – Despite various steps made to increase women's representation in politics, including introducing gender quotas for the SCA party list, gender diversity has not increased among the SCA members. At the same time, gender sensitivity is rather

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low in the whole institution, even though there are active women's communities in Ajara. Some of them are interested to work with the SCA more substantially.

ACTION: UNDP will work closely with SCA and local civil society to focus on activities targeting the women's systematic engagement and their greater representation. The project will also work with women Council Members, supporting them through focused capacity building activities and the Council Fellowship Programmes (All women Council Members will be supported by the UNDP Fellows). These will enable the women members to become more active in their legislative and oversight work.

OUTPUT 4. ENHANCED INSTITUTIONAL EFFICIENCY

To enhance the institutional efficiency of the Parliament and the SCA, the project will implement the following activities:

PARLIAMENT OF GEORGIA

4.1 Supporting Parliament's Institutional Reform Agenda – EU-UNDP project has undertaken a comprehensive institutional assessment of the Parliament which has laid basis for the Parliament's Strategic Development Plan for 2022-2024. Among many challenges, the Parliament lacks capacity to direct its institutional reform agenda which leads to mostly donor-driven initiatives that sometimes fail to consider the existing context (and are replications of activities implemented in other countries) and institutional needs. This results in limited sustainability and the impact of reforms. There are also occasions of overlapping while donor coordination is not fully embraced by the Parliament.

ACTION: UNDP will refer to the strategic priorities identified in the Parliament's Plan to support its organisational development. Among others, it will consider the functional review of the Parliament's administration and its services and alignment of its human resource (HR) management system with modern HR standards and practices, including enhancing principles of equality, diversity and inclusion. UNDP will also design an annual survey mechanism to collect data on deputy satisfaction with parliamentary services and will advocate for its institutionalisation.

UNDP will explore opportunities with the Parliament in establishing a special Strategic Planning Unit with the direct function of analysing and reviewing ongoing institutional reforms and initiating new ones, as well as monitoring the implementation of Parliament's Strategic Plans and updating those for the next years. The Unit would also assist the Parliamentary leadership in effective donor coordination and serve as an information hub for all institutional strengthening activities. UNDP will offer respective capacity-building support to the staff of the Unit.

4.2 Supporting the Establishment of E-Parliament – EU-UNDP is currently supporting the Parliament in developing its first Digitisation Concept. The document enlists key areas and services that the Parliament believes are priorities for the digitisation of its business processes in the short and long-term perspective. The Parliament also has an IT Strategy and Action Plan which sets objectives for further digitisation of the parliamentary services.

ACTION: UNDP will contribute to the development of the e-Parliament system with a particular focus on creating the following two software modules:

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Law-making Module – aimed to digitize all the business processes that are associated with the law-making process starting from the initiation of draft legislation to its adoption. At this point most of the business processes are paper-based.

Legislation Monitoring Module – aimed to enable deputies and parliamentary staff to monitor the implementation of obligations assigned to the government agencies in Transitional Provisions of the adopted laws.

Further support may also be considered for the training/professional development system, intranet, research services, etc.

4.3 Introducing Fellowship Programme at the Parliament – Over the years, the Parliament has faced challenges in limited availability of professional human resources. Staff reorganisation and gradual renewal have been always at the top of the agenda but were never realized at full scale. At the same time, Parliament as an important state body is an attractive place for professional development for the young generation.

ACTION: To that end and for the first time, UNDP will initiate a Parliamentary Fellowship Program to attract a pool of post-graduate students to work with the committees, individual deputies and staff for a concrete period of time. Parliamentary fellows will be tasked to provide research and analytical support to different parliamentary structures/subjects. Among others, parliamentary oversight will be one of the key areas for the fellows' engagement. Before assuming their duties, selected candidates will undergo specialized training in parliamentary procedures to be provided by the project. Apart from boosting internal resources, the initiative will contribute to attracting a smart and motivated young generation to Parliament and create a roster of young 'parliamentary experts'. This will be built on the positive experience of UNDP-supported fellowships within the Permanent Parliamentary Gender Equality Council since 2019.

SUPREME COUNCIL OF AJARA (SCA)

4.4 Promoting the SCA's Institutional Reform Agenda – The previous EU-UNDP project had assisted the SCA in adopting its institutional development plan for 2022-2024. In order to facilitate the implementation of the plan, the SCA established a special unit to monitor and coordinate the process. The unit's scope of activity includes openness, gender mainstreaming, institutional development, and international- and donor relations.

Among many different issues highlighted by the above-mentioned plan, the development of modern HR management and internal communication systems are distinguished as strategic priorities for the SCA as their poor capacities directly affect the organisational performance of the regional legislature.

ACTION: Responding to the above challenges, UNDP will offer comprehensive capacity-building support to the newly-established Unit to operationalize its activities and enable it to coordinate the SCA's institutional reform agenda. Ad hoc support will also be offered to other structural units of the SCA to continue its institutional strengthening endeavours. UNDP will also facilitate the introduction of effective internal communication and coordination mechanisms and modern HR practices at the SCA. This will also include support to the development of tailored software programs where required.

4.5 Cyber security and Support in Digitisation of Business Processes – Information and Cyber security remain a top priority for the public organisations in Georgia as they are a target for domestic and external cyber-attacks. On the other hand, most business processes at the SCA are still paper-based.

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ACTION: To respond to the challenge, UNDP will support the introduction of the cyber security system in the SCA, which will include the provision of professional cyber-hygiene training and set up of IT policies and infrastructure. UNDP will also identify the detailed digitisation needs of the SCA and assist in introduction of respective electronic systems. This might include support to livestreaming of plenary and committee sessions, e-voting, online hearings, various e-services, etc.

3.2. Resources Required to Achieve the Expected Results

The detailed budget of the project is provided in Annex 1.

The total required funding for activities proposed under this project amounts to EUR 864,280 including the EU contribution of EUR 750,000 and the cost-sharing from the UNDP, Parliament of Georgia and the SCA in the amount of EUR 18,280, EUR 75,000 and EUR 21,000, respectively.

The project is primarily a capacity development project. Hence, the primary resource required is knowledge and technical expertise that will be shared with beneficiaries at the national and regional levels. The project will have national and regional staff contingents that will directly engage the beneficiaries on a full-time basis. In addition, the project will draw on national and international short-term technical experts as required to deliver specific activities. UNDP CO staff will be vital to the success of the project, including Governance Team Leader, Operations, Management, and related administrative services. These costs will be reflected in the project costs as Direct Project Costing (DPC).

Limited infrastructure costs may be associated with this project. Specifically, it is anticipated that there will be certain IT systems/digitalisation that may need to be installed or upgraded in order for the parliaments to fully implement commitments with regard to expanded outreach to and engagement of the citizens. In addition, the project will support the use of innovative technology to promote more productive and participatory parliamentary practices. Therefore, there are likely to be infrastructure costs associated with the implementation of these innovative tools.

Contribution from the Parliament

The office space, related utilities (electricity, water, heating) and cleaning services will be provided to the project by the Parliament and the SCA free of charge.

Project equipment and other project running costs

The Project budget includes the following costs:

- Computer equipment and respective IT / office supply, including telecommunication
- Stationery and other office supplies for operation of the project
- Vehicle costs including maintenance, insurance, fuel and depreciation expenses for a vehicle
- Per diems for missions/travels, including project staff per diem for travel to regions within Georgia while organizing events, trainings, etc., outside Duty Stations (Tbilisi/Batumi as applicable)
- International travel of participants (for activity 3.6)
- Travel of international consultants engaged in the action to arrive to Georgia for mission, trainings, consultancy, etc
- Costs of translation - Interpretation and translation services for different events involving international experts/participants

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- Costs of project communication and visibility activities (trainings, workshops, presentations ,public events, promotional materials (banners, notepads, pens, calendars, etc.), awareness raising materials).

3.3. Partnerships

The project will work with partners in Georgia to enhance the impact of the project and to ensure its work is well-coordinated with efforts of other actors.

Partners will include:

- **Parliament of Georgia:** Under the Constitution of Georgia the Parliament is autonomous. This means that it will be able to direct its own affairs, including its own rules, procedures and policies. UNDP will engage the Parliament to build a direct relationship to provide support as required.
- **Supreme Council of Ajara:** As a regional legislative body, the SCA reviews draft laws and monitors the programmes and spending of the Ajara Regional Government and thus is a key institution for support of this project.
- **Party Blocs:** Through constant dialogue with bloc leaders and other party leaders, the project will ensure that its work is perceived as neutral and addressing the needs of all deputies and groups. The project will also commence work with these blocs to build to their capacity to fulfil their parliamentary mandates.
- **Oversight Institutions:** Other oversight institution at the national and regional levels will be engaged and where the work of the Parliament and/or SCA, especially with regard to their oversight mandates, intersects with these other institutions, the project will explore opportunities for partnership and collaboration to enhance overall oversight capacity.
- **Parliamentary Development Implementers:** In 2023 there are a number of implementers directly working in support of the Parliament – NDI; USAID, GIZ, WFD and TI. The project will seek opportunities for formal and informal coordination and collaboration amongst all international development partners. At the regional level, there are currently no other large-scale implementers engaged with the SCA, IFES and EWMI are working on specific topics (mainly gender equality initiatives) and the project coordinates its activities with them, if a broader work is initiated, the project will develop a strong working relationship with the other implementer(s).
- **European Union:** The EU has a number of actions that are linked to the work of the Parliament, including twinning with member state parliaments, the AA facility and other sectoral projects.
- **International Development Partners:** Bilateral and multi-lateral donors are well aware of the role of the Parliament in the future success of Georgia. Their support for the objectives of this project is critical to its success.
- **UN Agencies:** Work being conducted by other UN agencies in Georgia, including UN Women and UNICEF, will be relevant to the work of this project.
- **Parliamentary Networks:** The project will maintain links to regional and global networks of parliaments (e.g. IPU; OSCE Parliamentary Assembly) and global networks of parliamentarians (e.g. World Bank Network of Parliamentarians; GOPAC) in order to leverage opportunities for peer-to-peer exchanges between deputies.
- **Civil Society:** The project will partner with CSOs that are engaged with the work of parliament at the national level and the SCA at the regional level to support new and innovative approaches to the relationship between CSOs and the respective institution.

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3.4. Risks and Assumptions

Project risks are comprehensively identified in the Risk Log attached as Annex 2 to this document. The project assumptions are detailed in the Strategy section of this document.

3.5. Stakeholder Engagement

The project will be closely linked to political governance in the country. As the country's constitutionally-mandate, supreme legislative body, the Parliament is focused on implementing its core functions – law-making, oversight of government activities/spending, and representing the citizens of Georgia in decision-making. The same can be said at the regional level for the SCA.

To that end, the project will engage all relevant stakeholders in the process implementation. The following is a brief description of those stakeholders that are the target of the project:

Parliament/SCA Deputies: The work of the Parliament and SCA and, in turn, the project, is to support the work of the deputies in fulfilling their mandates. The perspective of such deputies on their work and the project will provide important insight. It is particularly important that deputies from both the government and opposition benches are engaged in the project.

Among deputies, there are specific groups or types of deputies that will be key to implementation of the project:

- Committee Chairpersons – Key actors within the work of the Parliament/SCA and beneficiaries of the project's activities; and
- Party Group Whips – Usually the keeper of procedural and organisational knowledge on behalf of each party group.

Parliament/SCA Staff: As one of the primary beneficiaries of the projects' support, the staff of the Parliament and SCA should be well-informed of the activities of the project and will be engaged routinely in its work. Of particular note are the following groups of staff:

- Parliament/SCA Secretaries-General – The Secretaries-General of the Parliament and SCA are key leaders in the implementation of the project, but also have knowledge of the overall management of their institutions that will be key to the project's success.
- Department Heads – Given the project provides intensive support to key departments within the Parliament and SCA, there is a need to engage the heads of such departments on project implementation. These include those departments focused on legislation, communications, human resources and others directly related to the outputs of the project.
- The Chief of Staff of the Speaker of the Parliament – The position will serve as the key focal point for the project acting as the coordinator from the Parliament's side.

Government Interlocutors: Within the executive branch of the Georgian Government, there are stakeholders who routinely engage with the Parliament. This may include officials from the Office of the President, Office of the Prime Minister, Ministers and those from ministries that worked on draft legislation or oversight inquiries.

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Civil Society: Two types of CSOs are being engaged in the evaluation. First, there are those CSOs that engage the Parliament in monitoring its effectiveness. The second group of CSOs are those focused on sectoral or thematic issues who have engaged the Parliament or SCA in substantive dialogue on legislative, budgetary or other reforms.

Project Implementers: In addition to the EU-UNDP project being implemented, the Parliament has also implemented projects with other organisations, such as USAID, NDI, WFD, and Transparency International Georgia. Other organisations, such as the GIZ or UN Women may have programming with the institution as well.

Project Team: Within the project team there are two groups. First, the full-time staff of the project, including the project manager and technical advisors. This group will also include UNDP CO staff, such as those working in the Democratic Governance portfolio or quality assurance. The second group under this category are short-term consultants – technical advisers, project coordination, M&E – who may be engaged to help with the project's implementation.

3.6. Digital Solutions

In previous phases of support to the Parliament and the SCA, UNDP has procured and installed IT that is directly relevant to the implementation of tools and systems to promote a more effective, inclusive, open and accountable institutions. This has included the rapid provision of infrastructure to allow for the institutions to pivot to online and hybrid committee meetings during the recent pandemic.

Looking forward, under the current initiative, it is anticipated that where IT is identified as critical to the delivery of results, the project will procure such infrastructure. This is likely to be observed in the work of the institutions in enhancing their capacity for outreach and citizen engagement in their work, where online tools and capacity will be utilised to promote more open and citizen-centred institutions. Where the Open Parliament Action Plan identifies the use of IT and online tools, the project will support the procurement and implementation of such tools.

3.7. Knowledge

The project anticipates producing a number of knowledge products, including manuals and handbooks for deputies and parliamentary staff, and will support the development of media products to be used as part of any outreach programmes developed by the Parliament and the SCA. Details of the planned knowledge products are outlined in the Multi-Year Work Plan and will be further defined in each annual work plan.

The project will create visibility through preparing press releases about its public events and inviting local media. Information about the activities and achievements of the project will be placed on the UNDP website and the websites of the Parliament. Visibility will be increased further by the communication activities of project partners and donors.

3.8. Sustainability and Scaling Up

The project activities related to capacity building for deputies and parliamentary staff are expected also to enhance the capabilities within the Parliament and the SCA, both to design, mobilise and offer periodic professional development opportunities, and to create the potential of retaining capacity within the

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parliaments. In addition, related to research and analysis capacity, the project will support the building of internal capacity within the Parliament and the SCA to sustain such capacity once the project has ended.

In particular, the project is based on the theory of institutionalisation. The long-term objective of the project is to create parliaments as institutions that have the legal framework, resources, capacities and political will to fulfil their constitutional mandate. At every step of the journey to institutionalisation the project will engage deputies, staff, and political leaders to ensure their buy-in at each stage. By using the piloting method, the project will support the institutions in finding and observing the evidence that new approaches can be effective, before moving to institutionalisation. This all leads to the eventual exit of the project from the legislative bodies, with assurances that legal frameworks, resource allocation and political ownership are in place.

In addition, the project will support new partnerships and new groupings within the institutions that will support further institutionalisation. The project will also support the Parliament and SCA to build partnerships with non-government institutions – universities, think tanks, and CSOs – in order to institutionalise external research and technical capacity. By supporting the development of cross-party groups and other formal and less formal groups, the project will build platforms for political and policy dialogue that should outlast the life of the project.

The project will have a resource mobilisation strategy that will ensure the full funding of the project and, in turn, the implementation of activities and delivery of outputs.

IV. PROJECT MANAGEMENT

4.1. Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in the project management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the Project Board. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by the UNDP Georgia CO leverages activities and partnerships among a number of initiatives and projects in Georgia. Applying this approach, the project will look to ensure synergies with the other programmes and projects being implemented in Georgia, including UNDP projects related to rule of law, human rights, electoral assistance, local governance, climate change and resilience building, as well as women's political empowerment programmes. Information, materials, and lessons learned from projects and programmes will be shared and utilised for engagement with stakeholders involved in this project.

The project is designed to deliver maximum results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with indicators linked to the Theory of Change. The project aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities. For its capacity building activities, the project will utilise outside experts as well as in-house experts from within UNDP and UN sister organisations, and in-kind contributions from stakeholders.

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4.2. Project Management

The project is expected to be implemented by the Parliament with UNDP Georgia CO support to National Implementation Modality (NIM). Technical experts (local and international) with the expertise required for the various project activities will be recruited on an as-needed basis. Consultancy companies will also be engaged for conducting research, assessment and strategic document development if needed. The project's budget provides all details of associated management expenses to be incurred over the project duration.

The project team will be comprised of the following:

1. Project Manager (NPSA 10 – 100%; Tbilisi-based) – Programmatic and administrative oversight and internal controls, coordination and supervision of institutional relations with the Project beneficiary institutions, communication and reporting to the EU Delegation.
2. Project Administrative Finance Assistant (NPSA 6 – 100%; Tbilisi-based) – responsible for technical support in financial, contractual and organisational matters.
3. Project Institutional Development Specialist (NPSA 8 – 100%; Tbilisi-based) – responsible for project components targeting the beneficiary's institutional development needs. S/he provides support to the Project Manager in all the on-going project planning and implementation activities and is responsible for M&E function for the entire project ensuring compliance to UNDP and EU standards.
4. Project Officer (NPSA 8 – 100%; Batumi-based) – responsible for project components targeting SCA's institutional development needs. S/he provides support to the Project Manager in all the on-going project planning and implementation activities as needed.
5. Project Driver/logistician (NPSA 2 - 50%; Tbilisi-based) – responsible for driving project staff to and from different meetings/events and supporting in logistical matters including transportation in regions during implementation of project activities when and as necessary.
6. UNDP Democratic Governance (DG) Team Leader (NoC – 10%) – responsible for quality assurance of the project, supporting the Project Board, facilitating coordination within UNDP, other UN agencies and concerned stakeholders. The cost for the DG Team Leader has been calculated in proportion to the time spent in the implementation of this action.
7. UNDP DG Programme Associate (G7 - 10%) – responsible for providing administrative advice and supporting project implementation from the Country Office. S/he will provide administrative, contractual and reporting related support to ensure compliance of administrative processes with respective UNDP rules and regulations, and the respective Country Office Standard Operational Procedures. The cost for the DG Programme Associate has been calculated in proportion to the time spent in the implementation of this action.
8. UNDP Communications Analyst (NoA – 5%) – provides advice on all communications-related matters and supports the project in the implementation of communication and visibility related activities. S/he also liaises directly with the communications team of the EU Delegation to Georgia. The costs for UNDP Communications Analyst has been calculated in proportion to the time spent in the implementation of this action.

The project will also hire local and international experts to implement different activities (as described in the justification sheet in the Annex III). Project management costs also include international and local travel costs (DSA and transportation) for project staff and consultants; Office running costs (utilities; supplies); IT equipment; vehicle maintenance and Project evaluation cost. Detailed description of these costs is provided in the justification to budget lines of the Annex III.

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The office of the Tbilisi-based staff will be located at the Parliament of Georgia and the Batumi-based staff in SCA premises (Project Officer).

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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF (2021-25) Results and Resource Framework:

Outcome 1: By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights , and increased representation and participation of women in decision making

UNDP CPD 2021-2025 Output 1.1: Inclusive national and local governance systems have greater resilience and capacities to mainstream gender, ensure evidence-based and participatory policymaking, map and address inequalities and deliver quality services to all.

Outcome indicators as stated in the Country Programme (2021-25) Results and Resources Framework, including baseline and targets:

1.1. (UNSDCF indicator 1.1) [NationalSDG 16.6.2.5] Rule of law index **Baseline** (2019): percentile rank 62.02 **Target**: >63
1.2. (UNSDCF indicator 1.2) [National SDG 16.6.2.2] Voice and accountability index; **Baseline** (2019): percentile rank 53.20; **Target**: >54
1.3. (UNSDCF indicator 1.6.1) [National SDG 5.5.1] Proportion of seats held by women in national parliaments and local governments **Baseline** (2019). a) Women in Parliament 14.8% (22 women). b) Women in local governments 13.5%(277 women); **Target**: a) > 20%; b) > 20%

Applicable Output(s) from the UNDP Strategic Plan 2022-2025: Output 2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding

Project title: Stronger Parliamentary Institutions in Georgia/Project number: 01001615

EXPECTED OUTPUTS	SUB-OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TIMELINE OF TARGETS			DATA COLLECTION METHODS & RISKS
				Value	Year	Year 1	Year 2	Final	
Output 1: *STRENGTHENED LAW-MAKING AND OVERSIGHT CAPACITIES*	1.1: Institutionalising committee rapporteur system in Parliament	1.1.1: Number of new convocation MPs (disaggregated by sex/gender) trained on the subject of thematic rapporteur	Training Materials	0	2023	-	*50*	*50*	Project Team through data and information collection. Mid-term/Final Evaluations
	1.2: Build capacity to utilise RIAs by Parliament	1.2.1: Number RIA analytical studies initiated	Committee Reports	*0*	*2023*	*3*	*5*	*8*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	1.3: Enhance research and analysis capacity of Parliament	1.3.1: GPRC Strategy/Action Plan developed 1.3.2: GPRC AP implementation rate	GPRC APs Research Reports GPRC Reports	- *N/A*	*2023* *2023*	*1* *50%*	*1* *75%*	*2* *75%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	1.4: Support the effective use of oversight mechanisms by Parliament	1.4.1: Number of follow-up activities on oversight mechanisms	SOPs Parliament Reports	N/A	2023	*3*	*3*	*6*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations

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	1.5: Improve Parliament's collaboration with independent oversight institutions	1.5.1: Number of oversight inquiries in Parliament that include collaboration with other oversight institutions	Committee Reports Media Reports	0	2023	*1*	*2*	*3*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	1.6: Enhance budget oversight capacity of Parliament's sectoral committees	1.6.1: Number of committee staff trained on budget oversight (disaggregated by gender) 1.6.2: Number of pilot budgetary oversight conducted by sector committees	Training materials Committee Reports	0 0	2023 2023	*30* *2*	*0* *0*	*30* *2*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	1.7: Strengthen Parliament's role in advancing Georgia's EU agenda	1.7.1: Implementation rate of EU Integration Committee Law-making target, covering *EU Acquis* revision	Draft Laws Committee Reports	24%	2022	*35%*	*50%*	*50%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	1.8: Enhance research and analysis capacity of SCA	1.8.1: Number of research reports produced by staff upon request of a committee or deputy	Research Reports Committee Reports SCA Reports	0	2023	*1*	*2*	*3*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	1.9: Pilot committee rapporteur system in SCA	1.9.1: Rules of Procedure in SCA include role for committee rapporteurs 1.9.2: Number of rapporteur reports piloted in SCA	RoP Media Reports CSO Reports	Not Approved 0	2023	*Not Approved* *1*	*Approved* *1*	*Approved* *2*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	1.10: Institutionalise oversight mechanisms and CSO engagement in SCA	1.10.1: Number of interventions by CSOs related to new oversight mechanisms	CSO Reports Media Reports Committee Reports	0	2023	*1*	*5*	*6*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations

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Output 2 *STREAMLINED POLITICAL PROCESSES AND IMPROVED REPRESENTATION*	2.1: Enhance capacity of political party groups to utilise oversight mechanisms in Parliament	2.1.1: Share of political groups engaged in induction program for new convocation	Media Reports Parliament Records	N/A	2023	*N/A*	*90%*	*90%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	2.2: Facilitate cross-party cooperation and dialogue in Parliament	2.2.1: Number of multi-party roundtable discussions	Media Reports Parliament Records	*0*	*2023*	*1*	*2*	*3*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	2.3: Increase capacity of political groups to function effective in SCA	2.3.1: Share of political groups engaged in induction program for new convocation	Media Reports SCA Records	*N/A*	*2023*	*N/A*	*90%*	*90%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	2.4: Facilitate cross-party cooperation and dialogue in SCA	2.4.1: Number of multi-party roundtable discussions	Media Reports SCA Records	*0*	*2023*	*1*	*2*	*3*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
Output 3: ***GREATER ACCOUNTABILITY, CSO COOPERATION AND CITIZEN ENGAGEMENT***	3.1: Advance legislative openness, accountability and transparency in Parliament	3.1.1: Percentage of 2023-2024 OPAP commitments implemented	OP Council Reports Media Reports Parliament Reports	*85%*	*2022*	*70%*	-	*70%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
		3.1.2: 2025 – 2026 OPAP developed	OP Council Reports Media Reports Parliament Reports	*N/A*	*2023*	-	*1*	*1*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	3.2: Increase CSO Role in citizen engagement	3.2.1: Number of public engagement tools utilised (disaggregated by gender)	CSO Reports Media Reports	*0*	*2023*	*2*	-	*2*	Project Team through data and information collection.

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			Parliament Reports						Technical specialists through technical support activities. Mid-term/Final Evaluations
	3.3: Establish new systems of constituency outreach by Parliament	3.3.1: Number of SOPs/guidelines developed for engaging public 3.3.2: Number of MPs engaging citizens under new electoral system at least monthly (disaggregated by gender)	Media Reports CSO Reports	*0* *N/A*	*2023* *2023*	*2* *0*	*-* *30*	*2* *30*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	3.4: Promote greater youth engagement by Parliament	3.4.1: Number of youth participating in Parliament Summer School / Debate tournament (disaggregated by gender)	Parliament Reports	*0*	*2023*	*30*	*-*	*30*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	3.5: Establish a uniform mechanisms for external monitoring of Parliament's work	3.5.1: Parliamentary Performance Indicators adapted to Parliament of Georgia 3.5.2: Pilot Parliamentary Performance Review	PMO Reports Media Reports	*N/A* *N/A*	*2023* *2023*	*1* *0*	*-* *1*	*1* *1*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	3.6: Support implementation of SCAs Open Parliament reforms	3.6.1: Percentage of OPAP recommendations implemented	CSO Reports OP Council Reports SCA Reports	*30%*	*2023*	*80%*	*-*	*80%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
		3.6.2: 2025 – 2026 OPAP developed	CSO Reports OP Council Reports SCA Reports	*N/A*	*2023*	*-*	*1*		Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	3.7: Reinforce SCA-CSO engagement and cooperation	3.7.1: Number of public engagement tools utilised as result of CSO grants distributed	CSO Grant Reports SCA Reports Committee Reports	*0* *0*	*2023* *2023*	*1* *0*	*2* *1*	*3* *1*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations

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		3.7.2: SCA citizen engagement survey/research conducted (disaggregated by gender)							
	3.8: Build capacity of SCA to communicate effectively	3.8.1: Number of study tours (excursions) - annually 3.8.2:Number of citizens who approach centre – annually (disaggregated by gender)	SCA Strategy Citizen Engagement Centre Data	*11* *157*	*2022* *2022*	*14* *200*	*14* *250*	*14* *250s*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	3.9: Establish a greater role for women representatives in SCA in decision-making	3.9.1: Percentage of women deputies in SCA who perceive the fellowship programme as having added value to their work	SCA Reports Media Reports	*N/A*	*2023*	-	*100%*	*100%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
Output 4: *ENHANCED INSTITUTIONAL EFFICIENCY*	4.1: Support implementation of Parliament institutional reform agenda	4.1.1: Percentage of institutional reform agenda implemented	Parliament Reports CSO Reports	*N/A*	*2023*	*50%*	-	*50%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	4.2: Advance digital transformation of Parliament	4.2.1: Development of law-making and legislation monitoring modules technical documentation	Parliament Reports	*Not Adopted*	*2023*	*Not developed*	*developed*	*developed*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	4.3: Establish a post-graduate fellowship programme in Parliament	4.3.1: Percentage of deputies in Parliament who perceive the fellowship programme as having added value to their work (disaggregated by gender)	Deputy Survey Report	*0%*	*2023*	*0%*	*50%*	*50%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	4.4: Support implementation of SCA institutional reform agenda	4.4.1: Percentage of institutional reform agenda implemented	SCA Reports CSO Reports	*50%*	*2023*	*85%*	-	*85%*	Project Team through data and information collection. Technical specialists through technical support activities. Mid-term/Final Evaluations
	4.5: Enhance cybersecurity and support the digitalisation of business processes in SCA	4.5.1: Establishment of cybersecurity system – defined internal policy and guidance 4.5.2: Number of new digital tools installed and/or implemented	SCA Reports	*Not established* *9*	*2023* *2023*	*Not established* *1*	*Established* *N/A*	*Established* *1*	Project Team through data and information collection. Technical specialists through technical support activities.

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									Mid-term/Final Evaluations

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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management, and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly through IPs' and partners' monitoring, as well as actively sourced from other projects and partners and integrated back into the project, including official and administrative data on performance of criminal justice sector. A number of modules for legal and judicial training will be developed.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. The reports will be submitted and approved by the EUD in line with article 3 of the General Conditions	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and socialise project results and lessons learned with relevant audiences.	Once a year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	UNDP	SP Output 2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding	By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights , and increased representation and participation of women in decision making	November 2025	Parliament of Georgia; Supreme Council of Ajara; CSOs; National & Regional Governments; Deputies; Parliamentary Staff	Identified in Multi-Year Work Plan

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VII. MULTI-YEAR WORK PLAN AND BUDGET (USD)

	Outcomes, Outputs, Activities	YEAR 1				YEAR 2			
		I	II	III	IV	I	II	III	IV
Outcome: Improved Performance of National and Regional Legislatures through Evidence-based Law-making, Oversight and Participatory Political Processes									
Output 1. STRENGTHENED LAW-MAKING AND OVERSIGHT CAPACITIES									
Activities									
1.1	Institutionalising the Work of Parliamentary Committee Rapporteurs		X	X		X	X		
1.2	Promoting Evidence-based Law-making Processes through the use of Regulatory Impact Assessment (RIA)	X	X			X	X		
1.3	Strengthening Evidence-based Law-making and Oversight Activities through Enhanced Analytical and Research Services	X	X	X	X	X	X	X	X
1.4	Enhancing Parliamentary Control over Executive through Effective Use of Oversight Mechanisms	X	X	X	X	X	X	X	X
1.5	Improving collaboration with Independent Oversight Institutions	X	X	X					
1.6	Enhancing Budgetary Oversight Capacities of Sector Committees	X	X	X					
1.7	Strengthening Parliament's Role in Advancing Georgia's EU Agenda	X	X	X	X	X	X	X	X
1.8	Improving SCA's Law-making and Oversight Activities through Evidence-based Research & Analysis	X	X	X	X		X	X	X
1.9	Enhancing the Work of SCA Committees through Piloting a Committee Rapporteurs' Mechanism	X	X	X	X		X	X	
1.10	Institutionalising Oversight Mechanisms at the SCA with Increased CSO Participation	X	X	X	X	X	X	X	X
Output 2. STREAMLINED POLITICAL PROCESSES AND IMPROVED REPRESENTATION									
Activities									
2.1	Increasing Capacities of Political Groups to Effectively Engage in Parliamentary Oversight				X	X			
2.2	Facilitating Cross-Party Dialogue and Cooperation	X	X	X		X	X	X	X
2.3	Increasing Capacities of Political Groups to Engage in SCA Activities Effectively				X	X			
2.4	Facilitating Cross-Party Dialogue and Cooperation at SCA		X	X	X	X	X	X	X
Output 3. GREATER ACCOUNTABILITY, CSO COOPERATION AND CITIZEN ENGAGEMENT									
Activities									
3.1	Advancing Legislative Openness, Transparency and Accountability	X	X	X	X	X	X	X	X
3.2	Supporting Citizen Engagement including through Increased Role for Civil Society	X	X	X					
3.3	Institutionalising a New System of Constituency Outreach (Post-2024)			X	X	X	X	X	
3.4	Promoting Youth Engagement	X	X	X		X	X	X	

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Outcomes, Outputs, Activities		YEAR 1				YEAR 2			
		I	II	III	IV	I	II	III	IV
3.5	Developing Uniform Mechanisms for External Assessment of Parliamentary Performance	X	X	X		X	X		
3.6	Supporting the Implementation of the SCA's Open Governance Reforms	X	X	X	X	X	X	X	X
3.7	Reinforcing SCA-Civil Society Cooperation and Engagement	X	X	X	X	X			
3.8	Developing Effective Communications Capacities at SCA	X	X	X	X	X	X	X	X
3.9	Promoting Greater Women Representation in Decision-making Processes in SCA	X	X	X	X				
Output 1.4. ENHANCED INSTITUTIONAL EFFICIENCY									
Activities									
4.1	Supporting Parliament's Institutional Reform Agenda	X	X	X	X	X	X	X	X
4.2	Supporting the Establishment of E-Parliament	X	X						
4.3	Introducing Fellowship Programme at the Parliament				X	X	X	X	
4.4	Promoting the SCA's Institutional Reform Agenda	X	X	X	X	X	X	X	X
4.5	Cyber security and Support in Digitisation of Business Processes at SC	X	X	X					
	PROJECT MANAGEMENT, M&E	X	X	X	X	X	X	X	X
	Management, monitoring, reporting	X	X	X	X	X	X	X	X
	Project Final Evaluation							X	X

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Project Budget (USD)

PLANNED ACTIVITIES	Detailed Actions		Budget Description	Quantum Activity	Budget Account	EU			Parliament		SCA		TRAC		Grand TOTAL
						2023	2024	2025	2024	2025	2024	2025	2024	2025	
Output 1. STRENGTHENED LAW-MAKING AND OVERSIGHT CAPACITIES						-	72,450.00	21,700.00	21,000.00	-	-	-	-	-	115,150.00
1.1. Institutionalising the Work of Parliamentary Committee Rapporteurs	UNDP	Workshop on Parliamentary Committee Rapporteurs for the new convocation; MPs capacity strengthening.	Workshop / Expert costs	Activity 1	71300				10,000.00						10,000.00
1.2. Promoting Evidence-based Law-making Processes through the use of Regulatory Impact Assessment (RIA)	UNDP	PRC and Committee staff capacity strengthening on RIAs; On-the-job assistence in producing RIA reports	Expert costs	Activity 1	71300		5,000.00								5,000.00
1.3. Strengthening Evidence-based Law-making and Oversight Activities through Enhanced Analytical and Research Services	UNDP	PRC AP implementation support & strategic prioritisation; Trainings in data analitics, research methodology, etc.; introduction of quality assurence mechanisms; -ad-hoc support to Parliament (members, factions, committees) in legislative work	Expert, workshop organisation costs	Activity 1	71300/72100		25,250.00	6,500.00							31,750.00
1.4. Enhancing Parliamentary Control over Executive through Effective Use of Oversight Mechanisms	UNDP	SOPs development and upgrade; Support to committees in PLS & THIs; Support in instituionalisation of recommendations & follow-up mechanisms	Expert, workshop / presentation organisation costs	Activity 1	72100		16,500.00	5,000.00							21,500.00
1.5. Improving collaboration with Independent Oversight Institutions	UNDP	Institutionalisation of cooperation schemes and working practices between the Parliament and oversight institutions	workshop / presentation organisation costs	Activity 1	71300/72100				5,000.00						5,000.00
1.6. Enhancing Budgetary Oversight Capacities of Sector Committees	UNDP	trainings on budgetary oversight mechanisms for committees' staff & members; piloting of budgetary oversight in selected committees	workshop / presentation organisation costs	Activity 1	71300/72100				6,000.00						6,000.00
1.7. Strengthening Parliament's Role in Advancing Georgia's EU Agenda	UNDP	on demand support in harmonising national legislation with EU acquis	demand-driven costs	Activity 1			4,000.00	4,000.00							8,000.00
1.8. Improving SCA's Law-making and Oversight Activities through Evidence-based Research & Analysis	UNDP	- support in establishing research unit - long-term team-lead consultancy (knowledge materials, internal trainings, workshops); - capacity-building of select personnel on research (emloying the team-lead consultant); - collaboration with GPRC, peer-reviews	Expert, workshop / presentation organisation costs	Activity 1	71300/72100		16,500.00								16,500.00
1.9. Enhancing the Work of SCA Committees through Piloting a Committee Rapporteurs' Mechanism	UNDP	- Kick-off seminar with MPs on Rapporteur institute, presentation of work with Parliament - Piloting 2 Rapporteurs on select issues	Expert, workshop / presentation organisation costs	Activity 1	71300/72100		5,200.00	5,000.00							10,200.00
1.10. Institutionalizing Oversight Mechanisms at the SCA with Increased CSO Participation	UNDP	Training/workshop on ThI, PLS and other oversight for CSOs	workshop / presentation organisation costs	Activity 1	72100			1,200.00							1,200.00
Output 2. STREAMLINED POLITICAL PROCESSES AND IMPROVED REPRESENTATION						-	3,300.00	6,600.00	4,000.00	5,000.00	2,500.00	2,500.00	-	-	23,900.00
2.1. Increasing Capacities of Political Groups to Effectively Engage in Parliamentary Oversight	UNDP	political party capacity building program on parliamentary oversight; induction for the new convocation	Expert costs	Activity 2	71300				4,000.00	5,000.00					9,000.00
2.2. Facilitating Cross-Party Dialogue and Cooperation	UNDP	multi-party dicsussions on selected policy areas	Workshop organisation costs	Activity 2	72100		2,500.00	5,000.00							7,500.00
2.3. Increasing Capacities of Political Groups to Effectively Engage in SCA Activities	UNDP	- SCA induction program for new convocation, including with focus of party work, post-2024 outreach, oversight, etc.	Expert costs	Activity 2	71300						2,500.00	2,500.00			5,000.00
2.4. Facilitating Cross-Party Dialogue and Cooperation at SCA	UNDP	- Supporting women caucus to cooperate - round tables on select topics (ethics, openness, gender, PwDs)	Workshop organisation costs	Activity 2	72100		800.00	1,600.00							2,400.00
Output 3. GREATER ACCOUNTABILITY, CSO COOPERATION AND CITIZEN ENGAGEMENT						-	89,000.00	31,800.00	11,500.00	5,000.00	7,000.00	3,000.00	-	-	147,300.00
3.1. Advancing Legislative Openness, Transparency and Accountability	UNDP	Supporting OGP AP implementation; new AP development; Evaluation of the OGP Council	Expert, workshop / presentation organisation costs	Acrivity 3	71300/72100				11,500.00	5,000.00					16,500.00
3.2. Supporting Citizen Engagement including through Increased Role for Civil Society	UNDP	CSO capacity building (Tbilisi and regions) on participatory democracy; CSO grants on citizen engagement program design	Small grants for CSOs	Acrivity 3	72600		15,000.00								15,000.00
3.3. Institutionalising a New System of Constituency Outreach (Post-2024)	UNDP	political groups capacity strengthening in managing the new constituency outreach model; SOPs/guidelines development on engaging with vulnerable and underrepresented groups	Expert, workshop / presentation organisation costs	Acrivity 3	71300/72100		8,500.00	10,000.00							18,500.00
3.4. Promoting Youth Engagement	UNDP	Parliamentary debates; Democracy workshop; Summer School	Expert, venue, organisational costs	Acrivity 3	71300/72100		48,000.00								48,000.00
3.5. Developing Uniform Mechanisms for External Assessment of Parliamentary Performance	UNDP	Parliamentary Performance Index (PPI) development; Call for PMOs to conduct assessment based on developed methodology	Expert costs / pilot assessment costs	Acrivity 3	71300/72100		7,500.00	6,000.00							13,500.00

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PLANNED ACTIVITIES	Detailed Actions		Budget Description	Quantum Activity	Budget Account	EU			Parliament		SCA		TRAC		Grand TOTAL
						2023	2024	2025	2024	2025	2024	2025	2024	2025	
3.6. Supporting the Implementation of the SCA's Open Governance Reforms	UNDP	- SCA international conference on OGP - SCA OG AP 2025-2027	Experts and conference related costs	Acrivity 3	71300/72100						7,000.00	3,000.00			10,000.00
3.7. Reinforcing SCA-Civil Society Cooperation and Engagement	UNDP	-Small grants program - SCA citizen engagement research (baseline data collection)	Grants for CSOs	Acrivity 3	72600		10,000.00	5,000.00							15,000.00
3.8. Developing Effective Communications Capacities at SCA	UNDP	- Citizen engagement centre support (capacity building, awareness raising) - SCA support in awareness raising acitivties	Expert, workshop / presentation organisation costs	Acrivity 3	71300/72100										-
3.9. Promoting Greater Women Representation in Decision-making Processes at SCA	UNDP	- 'Fellowship program for women	Fellow costs	Acrivity 3	71300			10,800.00							10,800.00
Output 1.4. ENHANCED INSTITUTIONAL EFFICIENCY						**-**	**41,250.00**	**22,315.79**	**-**	**20,500.00**	**5,136.46**	**1,184.21**	**-**	**-**	**90,386.46**
4.1. Supporting Parliament's Institutional Reform Agenda	UNDP	support in implementing institutional development plan; support in developing annual reports and APs; functional review of the Parliament's administration and its services; support in establishing a special Strategic Planning Unit	Expert, workshop / presentation organisation costs	Activity 4	71300/72100		28,750.00	19,500.00							48,250.00
4.2. Supporting the Establishment of E-Parliament	UNDP	Law-making module & legislation monitoring module development	Expert, workshop / presentation organisation costs	Activity 4	71300/72100					7,000.00					7,000.00
4.3. Introducing Fellowship Programme at the Parliament	UNDP	introduction of Parliamentary Fellowship Program - to be linked with committee rapporteurs	fellow costs	Activity 4						13,500.00					13,500.00
4.4. Promoting the SCA's Institutional Reform Agenda	UNDP	- on-demand support in implementing SCA Institutional Development Strategy (at least 80%) - Support in drafting 2025-2029 strategic documents	Expert, workshop / presentation organisation costs	Activity 4	71300/72100		7,500.00	2,815.79				1,184.21			11,500.00
4.5. Cyber security and Support in Digitisation of Business Processes of the SCA	UNDP	Support in establishing informational security system in parallel to SCA's efforts of digitisation (in addition - cost-share from SCA)	Expert, workshop / presentation organisation costs	Activity 4	71300/72100		5,000.00				5,136.46				10,136.46
Management costs															
1. Personnel				Activity 5	71,400.00	10,500.00	192,612.35	182,447.67							385,560.02
2. TRAVEL				Activity 5	71600		9,300.00	2,300.00							11,600.00
3. Equipment				Activity 5	72200		6,150.00	1,100.00							7,250.00
4. Office Running costs				Activity 5	73400		8,040.00							7,180.00	15,220.00
5. Audio/visual & Print Production				Activity 5	74200		38,887.12	22,680.00	9,145.22				10,000.00	2,863.86	83,576.20
6. Miscelenious				Activity 5	74500		4,865.99	1,269.70							6,135.69
Management Cost Sub TOTAL						10,500.00	259,855.46	209,797.37	9,145.22	-	-	-	10,000.00	10,043.86	509,341.91
NET TOTAL						**10,500.00**	**465,855.46**	**292,213.16**	**45,645.22**	**30,500.00**	**14,636.46**	**6,684.21**	**10,000.00**	**10,043.86**	**886,078.37**
GMS (7% EU, 8% GOVT)						**735.00**	**32,609.88**	**20,454.92**	**3,651.62**	**2,440.00**	**1,170.92**	**534.74**			**61,597.07**
GRAND TOTAL						**11,235.00**	**498,465.34**	**312,668.08**	**49,296.84**	**32,940.00**	**15,807.38**	**7,218.95**	**10,000.00**	**10,043.86**	**947,675.44**
Total Per Sources:							**822,368.42**			**82,236.84**		**23,026.32**		**20,043.86**	

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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

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

The main strategic decision-making body for the project will be the **Project Board** composed of representatives from EU, UNDP, the Parliament and Ajara Supreme Council. Local and international organisations will be invited to the Project Board meetings as observers, as deemed necessary. A proposed structure is presented in the chart below. The Project Board is expected to provide overall guidance and decision-making support during all phases of project implementation. The Project Board is proposed to meet annually, although meetings could be called by any of the members at any time to discuss any particular issue of concern. The first Project Board shall be held within three months after the project launch.

The project will engage local CSOs through calls for applications for small grants to support the Parliament and the SCA reforms, while providing a greater opportunity for their partnership and cooperation with CSOs. Small grants will also help CSOs to build capacity and experience to work on topics related with the parliamentary work.

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

On a day-to-day basis, the Project Manager based at UNDP has the authority to run the project on behalf of UNDP with the constraints laid down by the Project Board and in accordance with the UNDP Programme and Operations Policies and Procedures (POPP). The Project Manager is responsible for the day-to-day management and decision-making of the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the Project Document to the required standard of quality and within the specified constraint of time and cost. Programme backstopping and quality assurance will be provided by the relevant UNDP Portfolio Manager based at the UNDP Georgia Country Office.

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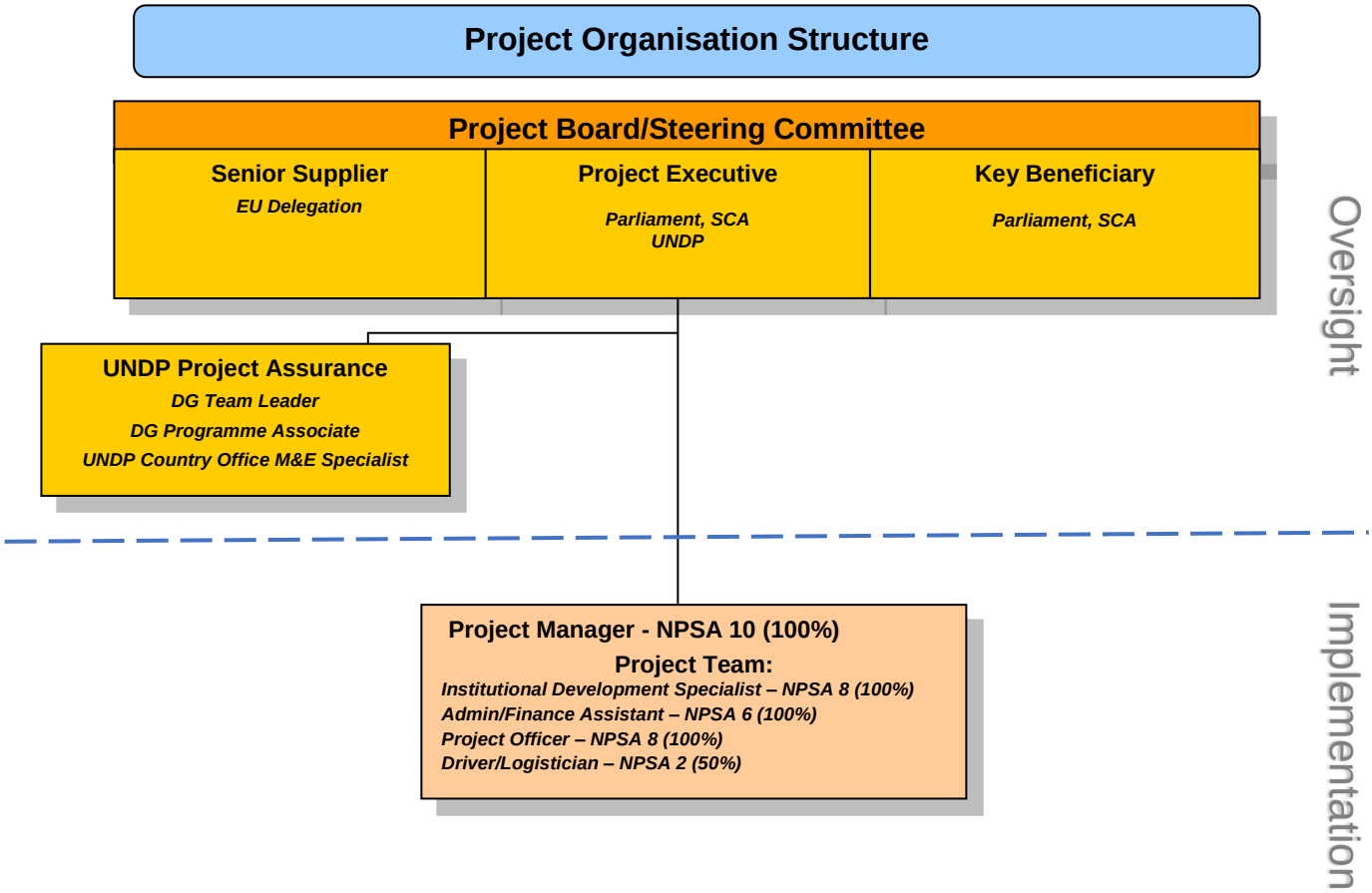

IX. LEGAL CONTEXT

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

The project will be implemented by the Parliament of Georgia ("Implementing partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
    a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

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2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
    a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
    b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
    i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

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iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.
11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices

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and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.
    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

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The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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ANNEX 1: DESIGN QUALITY ASSESSMENT

QA Questionnaire:

Strategic | Status: Complete | Quality Rating: Satisfactory

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

○ 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

◉ 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

○ 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project's theory of change is presented in section 2.1. Theory of Change. Besides, problem tree with root causes is discussed in section 1.3. Development Challenge.

2. Is the project aligned with the UNDP Strategic Plan?

○ 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)

◉ 2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)

○ 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is linked to SP 2021-2025 Output 2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding.

3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)

◉ YES

○ NO

*Note: Project QA cannot be approved by Project QA Approver when the response is “No”.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project is linked to CPD output 1.1.

Relevant | Status: Complete | Quality Rating: Satisfactory

4. Does the project identify target groups , and particularly those marginalized, vulnerable and left further behind (LNOB)

○ 3: The LNOB target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.

◉ 2: The LNOB target groups are clearly specified, prioritizing groups left furthest behind.

○ 1: The LNOB target groups are not clearly specified.

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*Note: Risk management must be done for criteria with score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project represents technical support for increasing capacities of the Parliament. It includes specific components to promote governance systems that are inclusive and leave no one behind.

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

○ 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.

◉ 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.

○ 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project represents forth phase of parliament support project and builds on the lessons learned and observations collected from the previous phases. See section 1.2. Recent Support.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

○ 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

◉ 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

○ 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Roles of international and local partners are outlines in the section Section 3.3. Partnerships

Principled	Status: Complete	Quality Rating: Satisfactory

7. Does the project apply a human rights-based approach?

○ 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

◉ 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

○ 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Project's work is underpinned by a commitment to ensuring that dignity and respect are afforded to all people through the enjoyment of their human rights and protected by the rule of law. It promotes human rights both as a principle and as a goal and upholds the mandatory application of a human-rights based approach across UNDP programming. The project

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provides technical advice and other support to ensure UNDP CO interventions integrate a human rights-based approach to the implementation of the project.

8. Does the project use gender analysis in the project design?

○ 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

◉ 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

○ 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Gender analysis is conducted and concrete actions discussed in section 2.2 Gender Mainstreaming and Women's Participation

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

○ 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)

◉ 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)

○ 1: Sustainability and resilience dimensions and impacts were not adequately considered.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Project will work on the basis of a theory of change in which new tools and approaches to the work of the Parliament and tried and tested, evaluated, and where positive results have been identified, promote their replication and scaling-up through procedural changes and legal reforms that will institutionalise such reforms. This should allow for the sustainability of the work of the project in the long-term.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.]

◉ Yes

○ No

○ SESP not required because project consists solely of (Select all exemption criteria that apply)

***Applicable only to option "SESP not required"**

☐ 1: Preparation and dissemination of reports, documents and communication materials

☐ 2: Organization of an event, workshop, training

☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences

☐ 4: Partnership coordination (including UN coordination) and management of networks

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☐ 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)

☐ 6: UNDP acting as Administrative Agent

☐ 7: Development Effectiveness projects and Institutional Effectiveness projects

*Note: Project QA cannot be approved by Project QA Approver when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

the SESP is conducted and is attached to the prodoc as Annex 2. No risks were identified.

Management & Monitoring	Status: Complete	Quality Rating: Satisfactory

11. Does the project have a strong results framework?

◉ 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)

○ 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)

○ 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The logframe contains output level SMART indicators, dis-aggregated by gender, wherever applicable, and with targets broken down by years.

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

○ 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)

◉ 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)

○ 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Project Board's function and roles are discussed in section VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS. More detailed review is also provided inn Project Board TOR attached as annex 4.

13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?

○ 3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)

◉ 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

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1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project risks were identified and documented in project risk log (Annex 2).

Efficient	Status: Complete	Quality Rating: Satisfactory

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design?

(●) Yes

( ) No

*Note: Risk management must be done when the response is “No”.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Cost-efficient use of resources discussed in section in section 4.1. Cost Efficiency and Effectiveness

15. Is the budget justified and supported with valid estimates?

( ) 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.

(●) 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.

( ) 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project budget is broken down by outputs/actions, years and sources.

16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?

( ) 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

(●) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.

( ) 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

*Note: Risk management must be done for criteria with score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is EU-funded and therefore, UNDP can not charge DPC. However, the CO recovers DPC by charging time of CO staff providing operational and programmatic support to the project.

Effective	Status: Complete	Quality Rating: Satisfactory

17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project?

( ) 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an

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explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

- (●) 2: Some evidence that key targeted groups have been consulted in the design of the project.
- ( ) 1: No evidence of engagement with targeted groups during project design.
- ( ) Not Applicable

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project target beneficiary is the Parliament, which has been actively involved in the project design. Besides, Parliament is implementing partner of the project.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- (●) Yes
- ( ) No

*Note: Risk Management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Project Board will serve as a means for discussing changes in the external environment and approving nececsarry amendments to the project.

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- (●) Yes
- ( ) No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project is GEN2.

20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?

- ( ) 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. (All must be true)
- (●) 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.
- ( ) 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities.
- ( ) Digital considerations are not relevant to this project.

***Applicable only to option "Digital considerations are not relevant"**

- [ ] 1: Societal digital transformation is not a government or contextual priority
- [ ] 2: A non-digital approach yields higher effectiveness and efficiency
- [ ] 3: Other (specify in the "Evidence" section)

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

It is anticipated that where IT is identified as critical to the delivery of results, the project will procure such infrastructure. This is likely to be observed in the work of the institutions in enhancing their capacity for outreach and citizen engagement

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in their work, where online tools and capacity will be utilised to promote more open and citizen-centred institutions. Where the Open Parliament Action Plan identifies the use of IT and online tools, the project will support the procurement and implementation of such tools. Purchase of digital tools will comply with UNDP's internal rules and regulations.

Sustainability & National Ownership	Status: Complete	Quality Rating: Satisfactory

21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?

○ 3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.

◉ 2: The project has been developed by UNDP in close consultation with national / regional / global partners.

○ 1: The project has been developed by UNDP with limited or no engagement with national partners.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project was developed in close consultation with the Parliament, which will serve as implementing partner of the project.

22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

○ 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.

◉ 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.

○ 1: Capacity assessments have not been carried out

○ Not Applicable

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

HACT assessments will be conducted for all responsible parties before signing of the agreement.

23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

○ Yes

○ No

◉ Not Applicable

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is NIM with CO support and therefore UNDP will use its own system of procurement, monitoring, etc

24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

◉ Yes

○ No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Sustainability of the project is discussed in section 3.8. Sustainability and Scaling Up

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ANNEX 2: SOCIAL & ENVIRONMENTAL ASSESSMENT

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Stronger Parliamentary Institutions in Georgia
2. Project Number (i.e. Quantum project ID,)	**01001615**
3. Location (Global/Region/Country)	Country Level
4. Project stage (Design or Implementation)	Design
5. Date	30-Nov-2023

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The Project's work is underpinned by a commitment to ensuring that dignity and respect are afforded to all people through the enjoyment of their human rights and protected by the rule of law. It promotes human rights both as a principle and as a goal and upholds the mandatory application of a human-rights based approach across UNDP programming. The project includes specific components to promote governance systems that are inclusive and leave no one behind. The project provides technical advice and other support to ensure UNDP CO interventions integrate a human rights-based approach to the implementation of the project.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The Project is based on the assumption that women as elected officials have agency and capacity to ensure their voices are heard during policy development and decision-making. However, the project will create space for women deputies to engage amongst themselves, with support to the Women deputies, the Gender Equality Council and with parliamentary leadership and other stakeholders. The Project will also work with women in leadership posts, including committee chairpersons, to support their capacity development in such roles and to present opportunities for them to test and try new approaches to their work that may give them political capital.
Briefly describe in the space below how the project mainstreams sustainability and resilience
The Project will work on the basis of a theory of change in which new tools and approaches to the work of the Parliament and tried and tested, evaluated, and where positive results have been identified, promote their replication and scaling-up through procedural changes and legal reforms that will institutionalise such reforms. This should allow for the sustainability of the work of the project in the long-term.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The Project is designed to create space for governance stakeholders – civil society, citizens, parliamentarians – to partner in the co-creation of public policy that reflects national development priorities and the country's commitment to implementing the SDGs. By having partners in the design

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of such solutions the goal is to have solutions that will be tested by Parliament and the SCA with national and local partners respectively. The results of such testing will be gathered along with lessons learned, which will, in turn, be shared with such partners. Through the Project Board and ongoing engagement with parliamentary leadership, the project will ensure ownership and support for the project's work.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
No risk identified				

	QUESTION 4: What is the overall project risk categorisation?		
	Low Risk	■	This is the continuation of previous support to the Parliament & SCA. Trusted relationships have been established and will be nurtured to expand work of the project.
	Moderate Risk		
	Substantial Risk		
	High Risk		

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
	Question only required for Moderate, Substantial and High-Risk projects				
	Is assessment required? (check if "yes")	☐			***Status? (completed, planned)***
	if yes, indicate overall type and status		☐	Targeted assessment(s)	
			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	☐			
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response	

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				Plan, Waste Management Plan, others)	
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☐			
	Gender Equality and Women's Empowerment	☐			
	Accountability	☐			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐			
	2. Climate Change and Disaster Risks	☐			
	3. Community Health, Safety and Security	☐			
	4. Cultural Heritage	☐			
	5. Displacement and Resettlement	☐			
	6. Indigenous Peoples	☐			
	7. Labour and Working Conditions	☐			
	8. Pollution Prevention and Resource Efficiency	☐			

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included:

Signature	***Date***	***Description***
QA Assessor Gigi Bregadze DG Team Leader		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Anna Chernyshova DRR		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair Doug Webb RR a.i.		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorisation of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*No*
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	*No*
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	*No*
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [3]	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	*No*
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14 grievances or objections from potentially affected stakeholders?	No

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P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
Would the project potentially involve or lead to:	
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5 exacerbation of illegal wildlife trade?	No
1.6 introduction of invasive alien species?	No
1.7 adverse impacts on soils?	No
1.8 harvesting of natural forests, plantation development, or reforestation?	No
1.9 significant agricultural production?	No
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11 significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12 handling or utilisation of genetically modified organisms/living modified organisms?[4]	No
1.13 utilisation of genetic resources? (e.g. collection and/or harvesting, commercial development)[5]	No
1.14 adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks	
Would the project potentially involve or lead to:	
2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3 increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4 increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security	
Would the project potentially involve or lead to:	

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3.1 construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2 air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3 harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4 risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5 transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6 adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7 influx of project workers to project areas?	No
3.8 engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage	
Would the project potentially involve or lead to:	
4.1 activities adjacent to or within a Cultural Heritage site?	No
4.2 significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3 adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4 alterations to landscapes and natural features with cultural significance?	No
4.5 utilisation of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement	
Would the project potentially involve or lead to:	
5.1 temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2 economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3 risk of forced evictions?[6]	No
5.4 impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples	
Would the project potentially involve or lead to:	
6.1 areas where indigenous peoples are present (including project area of influence)?	No
6.2 activities located on lands and territories claimed by indigenous peoples?	No
6.3 impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No

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If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant, and the project would be categorized as either Substantial Risk or High Risk	
6.4 the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 the utilisation and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7 adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8 risks to the physical and cultural survival of indigenous peoples?	No
6.9 impacts on the Cultural Heritage of indigenous peoples, including through the commercialisation or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions	
Would the project potentially involve or lead to: (note: applies to project and contractor workers)	No
7.1 working conditions that do not meet national labour laws and international commitments?	No
7.2 working conditions that may deny freedom of association and collective bargaining?	No
7.3 use of child labour?	No
7.4 use of forced labour?	No
7.5 discriminatory working conditions and/or lack of equal opportunity?	No
7.6 occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency	
Would the project potentially involve or lead to:	
8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2 the generation of waste (both hazardous and non-hazardous)?	No
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4 the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5 the application of pesticides that may have a negative effect on the environment or human health?	No
8.6 significant consumption of raw materials, energy, and/or water?	No

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ANNEX 3: RISK LOG

#	Description	Date Identified	Type	Impact & Probability[5]	Countermeasures / Management Response	Owner	Submitted, updated by	Last Update	Status
1	Political and organisational environment impacts on project implementation through events, such as political tension, dissolution of Parliament, or leadership change in Parliament.	August 2023	Political Organisational	Probability - 3 Impact - 3	Build trust through continuous dialogue with Parliament, in order to retain flexibility, strong stakeholder ownership, accountability through oversight by the Project Board. Build formal and informal networks with a broad spectrum of champions across and within project stakeholders, including party groups, secretariat, government and CSOs.	UNDP	Project Manager		Ongoing
2	Challenges within parliaments and secretariats to implement and participate in project activities such as absorptive capacity to adopt change or resistance to reform.	August 2023	Operational Organisational	Probability - 3 Impact - 3	Careful and pragmatic prioritisation, planning and sequencing of project activities together with stakeholders to ensure that project activities are reflected in stakeholders' annual plans, that updates to the Project Board on potential challenges and mitigation strategies are identified early, that change leaders are identified early and that over ambitious scheduling is avoided. Ensure that the pace of implementation is appropriate to avoid 'project fatigue' and matches the absorptive capacity. Ensure the scope of activities and terms of references are endorsed by stakeholders.	UNDP	Project Manager		Ongoing
3	Change in priority areas for stakeholders resulting in lack of priority to implement project activities.	August 2023	Political Organisational Strategic	Probability - 2 Impact - 3	Through Project Board ongoing review on Project Theory of Change and adjustments, if feasible. Some flexibility in project design, for example, in selection of issues to be addressed. Avoid abrupt and unilateral changes, adopting a more measured and inclusive response. Identify priorities through inclusive annual planning processes along with long term guide points.	UNDP	Project Manager		Ongoing
4	Lack of commitment for legal, policy or institutional reforms amongst one or more beneficiaries.	August 2023	Organisational Strategic	Probability - 2 Impact - 4	Project will work with each beneficiary to build a trusted relationship with key actors and leaders within each organisation to promote institutionalisation of reforms	UNDP	Project Manager		Ongoing

[5] Scale is 1=lowest impact/probability & 5=highest impact/probability

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#	Description	Date Identified	Type	Impact & Probability[5]	Countermeasures / Management Response	Owner	Submitted, updated by	Last Update	Status
5	Project is perceived by one or more political actors or organisations as not being politically neutral in how it is being implemented.	August 2023	Political Strategic	Probability - 2 Impact - 4	The Project will engage key senior political actors, both formally and informally, on a routine basis to ensure support for the project. Ensuring all parties receive the same knowledge and access to support.	UNDP	Project Manager		Ongoing
6	Election campaigning during the project (in 2024) limits ability to deliver results.	August 2023	Political Organisational	Probability - 4 Impact – 3	Work planning is based on a reduction in activities during the pre-election and immediately after election period, reflecting limited space for reforms during election campaigns.. The approach is reflected in the types of activities planned at the various periods.	UNDP	Project Manager		Ongoing
7	Parliamentary elections result in turnover in deputies, committee chairpersons and parliamentary leaders that impact capacity and commitment to project objectives.	August 2023	Political Strategic	Probability - 3 Impact - 2	Share knowledge of project's previous work and build trusted relationships with new leaders to encourage their role and the support of the project to their work.	UNDP	Project Manager		New/Monitoring

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ANNEX 4: PROJECT BOARD TERMS OF REFERENCE (TOR)

Terms of Reference (ToR) for the Project Board of the Project "Stronger Parliamentary Institutions of Georgia""

I. Background

The project "Stronger Parliamentary Institutions of Georgia" is governed by a multi-stakeholder board established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results.

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

1) **High-level oversight of the project** - The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

   The Project Board reviews updates to the project risk log.

2) **Approval of key project execution decisions** - The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibile parties (if applicable), service providers and project staff.

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In order to ensure UNDP's ultimate accountability, the Project Board decisions are made in accordance with the Quality Standards for Programming that ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the Project Board is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[6].
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Board can include, but are not limited to, the:

- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;

[6] The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

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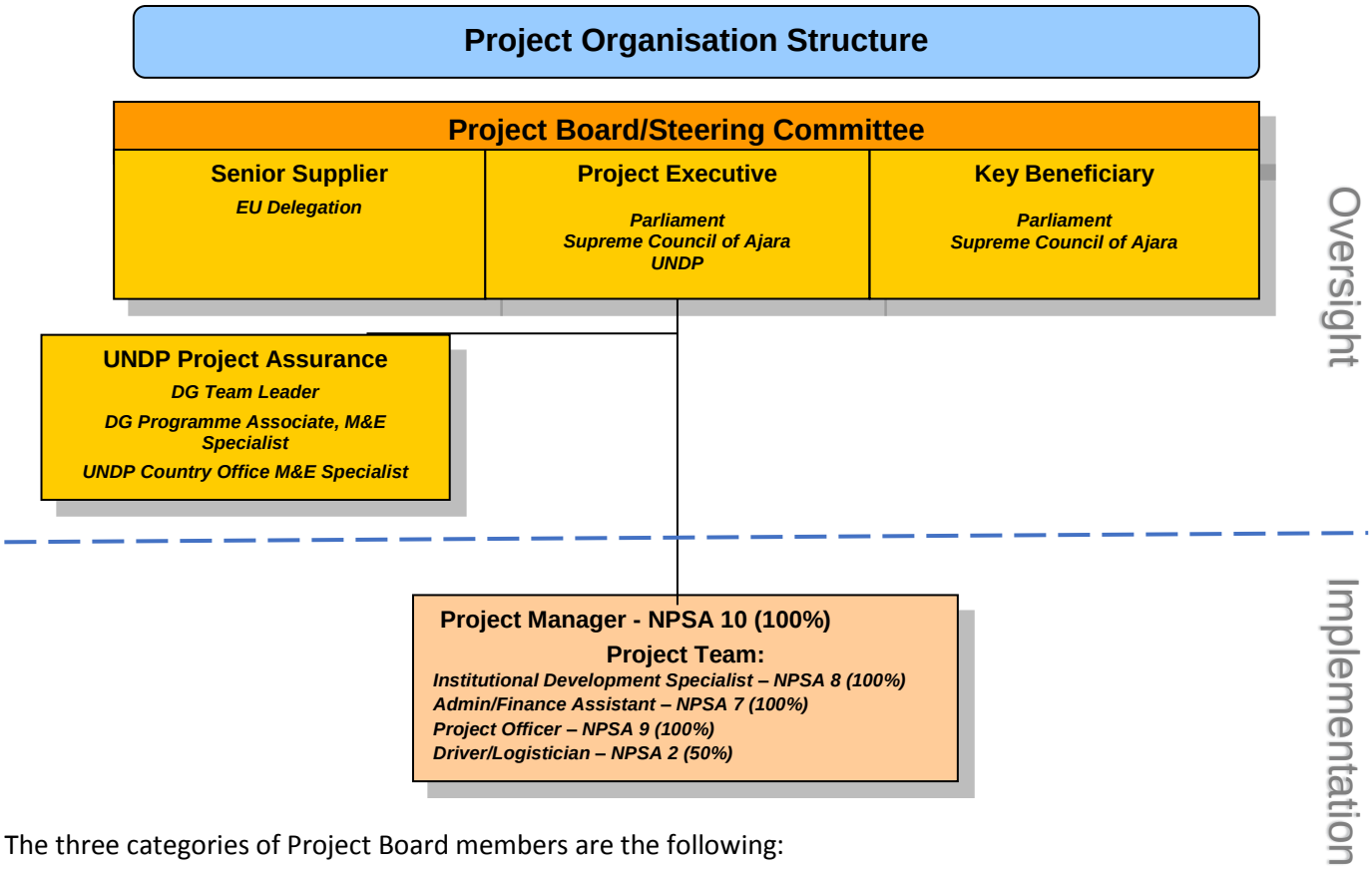
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

III. Composition of the Project Board

As noted in the diagram below, the Project Board has three categories of formal members (e.g. voting members). The role of every formal Project Board member corresponds to one of these three roles and is identified accordingly in the project documentation.



The three categories of Project Board members are the following:

1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs/co-chairs the Project Board. The executive is the most senior national counterpart, and UNDP. The Project Executives are: *Designated representative(s) of the Parliament of Georgia, designated representative(s) of the Supreme Council of Ajara, and UNDP Resident Representative or Deputy Resident Representative.*

2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. There can be multiple beneficiary representatives in a Project Board. The Beneficiary Representatives are: *the designated representatives from the Parliament of Georgia and the Supreme Council of Ajara.*

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3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project[7]. There can be multiple development partners representatives in a Project Board. The Development Partner(s) representative(s) is: *the designated representative(s) from the EU Delegation to Georgia,*

.

Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

IV. Standard Project Board Protocols

The Project Board meets one time annually at a minimum**.** The timing of board meetings is agreed upon in advance and corresponds to key project reporting or work planning milestones..

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All board decisions and minutes should be kept by the project management unit and UNDP.

The Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.[8]

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

V. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)

[7] With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

[8] UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

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- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[9]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of the Project Board shall be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is Grigol Bregadze, Team Leader, Democracy & Governance Portfolio, UNDP Georgia. This function will also be fulfilled by Programme Associate, Democracy & Governance Portfolio, UNDP Georgia, and M&E Specialist, UNDP Georgia.

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is the Project Manager.

[9] Including audit reports and spot checks.

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ANNEX 5:
STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND PARLIAMENT OF GEORGIA FOR THE PROVISION OF SUPPORT SERVICES

Dear Mr. Makhashvili,

1. Reference is made to consultations between officials of Parliament of Georgia (hereinafter referred to as "Parliament") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Parliament hereby agree that the UNDP country office may provide such support services at the request of the Parliament through its institution designated in the relevant project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide the following support services for the activities of the project:

(a) Identification and/or recruitment of personnel;

(b) Identification and facilitation of training activities;

(c) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the Agreement, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of the project the annex to the Agreement is revised with the mutual agreement of the UNDP resident representative and the Ministry of Economy and Sustainable Development of Georgia.

5. The relevant provisions of the *UNDP standard basic assistance agreement with Republic of Georgia* (the "SBAA") signed on 1-Jul-1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Parliament shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the Agreement.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the Agreement.

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8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the Parliament and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

DocuSigned by:
Douglas Webb
0A71915DC0EB47C...

_____

Signed on behalf of UNDP
Douglas Webb
Resident Representative a.i.

_____

For the Parliament of Georgia:

Levan Makhashvili
Chief of Cabinet of the Chairman of the Parliament of Georgia

Date: _____

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Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the Ministry of Environmental Protection and Agriculture of Georgia, the institution designated by the Government of Georgia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed Project "Stronger Parliamentary Institutions In Georgia" (#01001615), "the Project".

2. In accordance with the provisions of the signed letter of agreement and the project document, the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Amount and method of reimbursement of UNDP (where appropriate)
1. Payments, disbursements and other financial transactions	2023-2025	Cost-recovery for ISS based on UNDP Universal Price List
2. Recruitment of staff, project personnel and consultants	2023-2025	Cost-recovery for ISS based on UNDP Universal Price List
3. Procurement of services and goods, including disposal	2023-2025	Cost-recovery for ISS based on UNDP Universal Price List
4. Organization of training activities, conferences and workshops, including fellowships	2023-2025	Cost-recovery for ISS based on UNDP Universal Price List
5. Travel authorization, visa requests, ticketing, and travel arrangements	2023-2025	Cost-recovery for ISS based on UNDP Universal Price List
6. Shipment, custom clearance, vehicle registration, and accreditation	2023-2025	Cost-recovery for ISS based on UNDP Universal Price List
7. Shipment, custom clearance, vehicle registration, and accreditation	2023-2025	Cost-recovery for ISS based on UNDP Universal Price List
8. Supervision of project implementation, monitoring and assistance in project evaluations	2023-2025	Cost-recovery for ISS based on UNDP Universal Price List

4. Description of functions and responsibilities of the parties involved:

UNDP will provide support services to Parliament as described in the paragraph 3 above in accordance with UNDP rules and procedures; it retains ultimate accountability for the effective implementation of the Project activities;

UNDP will be responsible for the provision of all Project inputs upon a formal request from Parliament. It will be responsible for administering resources in accordance with the specific objectives, and in keeping with the key principles of transparency, competitiveness, efficiency and economy. The financial management and accountability for the resources allocated, as well as other activities related to the execution of the Project activities will be undertaken under the direct supervision of the UNDP Country Office.

Parliament will review and clear Annual Work Plans (AWP) and annual progress achieved through Annual Project Reviews based on the approved annual work plans and sign Combined Delivery Reports (CDRs) by the end of each quarter.