



Delivering Progress

ANNUAL REPORT 2021

We
Stand



with
Ukraine



RESPECTING AND PROTECTING CONFIDENTIALITY
IMPROVING THE WELFARE AND WELLBEING OF SOCIETY

MISSION: DELIVERING PROGRESS FOR A BETTER FUTURE

CARING FOR EVERY TEAM MEMBER

SERVING THE BEST INTERESTS OF BENEFICIARIES

PROVIDING A PLEASANT AND HARASSMENT-FREE WORKING ENVIRONMENT

ACTING HONORABLY IN ALL BUSINESS SITUATIONS PERFORMING SERVICES IN A PUNCTUAL AND TIME-EFFECTIVE MANNER

BEING OPEN TO TALK ABOUT PROBLEMS AND CHALLENGES

PROGRESS

BUSINESS ENVIRONMENT

DELIVERING PROGRESS
COMPLIANCE

ENABLING SELF-DEVELOPMENT

FULLY ADHERING TO ALL LAWS AND REGULATIONS OF CLIENTS AND RELEVANT COUNTRIES

SUPPORTING FAIR COMPETITION

BEING ADAPTABLE AND FLEXIBLE TO CHANGING ENVIRONMENTS

ENCOURAGING ALL STAFF TO TAKE RESPONSIBILITY, MAKE DECISIONS AND
BECOME LEADERS IN THEIR WORK

PROMOTING AND ENHANCING INDIVIDUAL FREEDOM, VALUES AND PROSPERITY

KEEPING COMPLETE AND ACCURATE RECORDS

RESPECTING AND PROTECTING PARTNERS' INTERESTS IN ALL CASES

FACILITATING DEVELOPMENT OF PUBLIC SERVICES AND INFRASTRUCTURE

WORKING TOGETHER AS A TEAM TO ACHIEVE GOALS

RESPECTING OUR COMPETITORS AND THEIR INTELLECTUAL PROPERTY

BEING OPEN TO TALK ABOUT PROBLEMS AND CHALLENGES

PROMOTING INDIVIDUAL PROFESSIONAL DEVELOPMENT

PROVIDING COMPREHENSIVE AND OBJECTIVE ADVICE

ENSURING TRANSPARENCY IN PERFORMANCE AND OVERCOMING ALL CHALLENGES TOGETHER

NURTURING NEW LEADERS

STRICTLY FOLLOWING INTERNAL QUALITY STANDARDS
SHARING GLOBAL EXPERIENCE AND EDUCATING EACH OTHER

KEEPING PARTNERS INFORMED ON RELEVANT DEVELOPMENTS

ENSURING NONDISCRIMINATORY AND EQUAL OPPORTUNITY RECRUITMENT

BEING A RELIABLE PARTNER

BENEFICIARIES
SOCIETY

PROMOTING
FREEDOM FOR
CREATIVITY AND
INNOVATION
AT WORK

RESPECTING PROFESSIONALISM

SERVING CLIENTS' BEST INTERESTS
DELIVERING COMPREHENSIVE AND HIGH QUALITY SERVICES

LIBERTY

QUALITY

BE TRUE TO CLIENTS

COMMITMENT

INTELLECTUAL PROPERTY

PROFESSIONALISM

A WINDOW INTO PMCG'S WORLD



**COUNTRIES IN WHICH
WE HAVE WORKED**



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A WINDOW INTO PMCG'S WORLD



NUMBER OF AWARDED PROJECTS:



SALES



PORTFOLIO

BY NUMBER OF PROJECTS



REVENUE BY SERVICES



6% INFRASTRUCTURE DEVELOPMENT

17% MONITORING & EVALUATION

31% INSTITUTIONAL DEVELOPMENT AND CAPACITY BUILDING

22% POLICY ADVISING

24% RESEARCH

10% RESEARCH

10% MONITORING & EVALUATION

40% INSTITUTIONAL DEVELOPMENT AND CAPACITY BUILDING

23% POLICY ADVISING

17% INFRASTRUCTURE DEVELOPMENT

CHAIRMAN'S LETTER

While writing this letter, the difficulties of the pandemic are fast being overtaken by war in Ukraine. Russia's military invasion of one of its neighboring countries once again clearly shows the vulnerability of global security, threat of totalitarian regimes, and the importance of the unity of countries which hold dear the same fundamental values of liberty and peace. We don't know how or when the war will end, but clearly hope it will be soon and that Ukraine as we know it will prevail. These are extraordinarily difficult times, and we stand devotedly with the Ukrainian people, many of whom are our colleagues, partners, and friends. We condemn Russia's criminally reckless aggression which is risking and sadly taking countless civilian lives. We have long supported Ukraine to prosper and advance as a democratic country and are now more committed than ever to continuing this crucial work.

Difficult as it is to move on from such a troubling topic, I am nevertheless taking the opportunity to step back and reflect on our results from the previous year. Furthermore, this is also a pertinent moment to think about the future how to respond to changes, especially those that we do not expect or want. We must be flexible, and ready to adapt to whatever new realities are presented to us, whether they be attributable to pandemic, war or anything else.

Despite the issues brought by the pandemic, 2021 was a relatively successful year. There were of course many ups and downs, with all of us having to reevaluate our principles, attitudes, and of course the ways we do business. I think 2021 encouraged companies and institutions like ourselves, engaged in the field of development and improving livelihoods of people, to reinforce our commitment to our central values of liberty, integrity, and professionalism.

Looking ahead, 2022 will be especially important for PMCG, as we proudly mark our 15th anniversary. While this might not be a unique achievement in the consulting industry, it represents a very important and valued milestone for each and every one of our team members. Moreover, I am proud that all of us, together with our partners and consultants, continue to honor our promise of delivering progress.

I'm particularly honored that our strategic path has remained true and that we have proved ourselves as an excellent platform for talented and motivated people who strive for change and to build a better world.

Throughout our 14 years to date, we have worked with 25 nations across the globe, advising and implementing reforms that have contributed to improving living conditions. In 2021, we were privileged to start working with Guinea Bissau, Pakistan, Uganda, Indonesia, and Bolivia. Significantly, Bolivia became the first South American country in which PMCG has worked. Our involvement there falls under the EU Framework project, providing technical assistance in the implementation of a roadmap for civil society engagement in Bolivia, as part of a consortium led by Business & Strategies in Europe (B&S).

We have also strengthened our presence in Ukraine and acquired a local company there that has initially been established in 1997. Through the years, this company had built a strong reputation and accumulated valuable experience in implementing projects and delivering consulting services with a focus on monitoring and evaluation, research, education, and capacity building.

Meanwhile, and marking another first in 2021, we started a collaboration with the Government of Canada, implementing two projects: the 5-year Canada-Ukraine Trade and Investment Support (CUTIS) project; and a summative evaluation of the Expert Deployment for Governance and Economic Growth (EDGE) project. Both aim to enhance future programming in the economic growth sector by making recommendations on how to strengthen the involvement of small and medium-sized Ukrainian enterprises in trade and investment. At the same time, we are cooperating with the Government of Ukraine, under the USAID Governance and Local Accountability (HOVERLA)



activity, led by DAI Global to enhance local governance in the country.

Elsewhere, we continue to strengthen our US office in Washington, D.C. by accelerating our work under projects funded by the US Federal Government, as well as cooperating with USAID and its partners. Notably, the Jordan Public Financial Management and Administration Activity (run by DAI Global) is one of several highly interesting and worthwhile projects, where PMCG's work is focused on optimizing public expenditure management.

In the course of 2021, we have enhanced our partnership with the Government of Germany as well, through a number of projects supported by the German Agency for International Cooperation (GIZ) and KfW Development Bank. Indeed, for the first time we became engaged in a GIZ project as a prime contractor, under the project entitled "Development of COVID-19 Recovery Solutions at Municipal Level in the Areas of Digitalization and Crisis Management in the Southeast European Region" aimed at supporting cities in Albania, Kosovo, Serbia, Croatia, Georgia, Armenia, Moldova, Ukraine, Bosnia and Herzegovina, Poland, Slovenia, Montenegro, and North Macedonia to maintain resilience during the pandemic. This work has entailed providing capacity-building and learning activities, as well as supporting the development of small urban projects in digitalization and crisis management, and promoting the Connective Cities Network's development through encouraging more active and practical involvement of members.

We have also been working to diversify our services to better serve our partners' needs. In particular, we put a special focus on public security and the rule of law, as we believe these to be the most important pillars of governance, having a significant role in any country's development. We have also accumulated significant experience in cyber security, which is fast becoming a critical element of global security. Specifically, we have contributed to the enhancement of cybersecurity in various regions of the South Caucasus, Eastern Europe, and the Balkans, under the project entitled "Regional Public Opinion Surveys on Cybercrime Reporting and Online Security) funded by the European Union, the Council of Europe, and CybersecurityEast, carried out in five countries (Armenia, Azerbaijan, Georgia, Moldova, and Ukraine).

We have also continued to bolster our expertise in international trade, migration, education, and health, as we believe that we can positively and markedly contribute to these fields. Moreover, we have established senior team members in new fields for PMCG and have taken on several young and talented staff, with our in-house team increasing by 7% in 2021.

This report summarizes the various impacts we have made throughout 2021. It also serves to recap on our efforts and showcases some of the projects implemented by our valuable team, partners, and clients in pursuit of economic development and enhancing both transparency and freedom. I found it to be an interesting, exciting, and rewarding year, and hope you will enjoy reading all about it.

*Yours Sincerely,
Aleksi Aleksishvili*

MEET PMCG'S BOARD

We are proud of our illustrious advisory board that unites decades of experience from top international development institutions, including the World Bank and the US State Department. The board's purposes include supporting PMCG's strategic development and innovation, exploring new business ideas, facilitating sustainable growth, providing strategic direction, and guiding quality improvement.



ALEKSI ALEKSISHVILI, Chairman and CEO

Mr. Aleksi Aleksishvili, Chairman and CEO at Policy and Management Consulting Group (PMCG), has clocked up 20 years of working experience in public finance and economic development policy, notably serving as a high-level government official and government adviser responsible for economic development policy, budget and financial policy, tax and customs policy reform, business climate improvement and enhancing the "doing business" environment.



TAMAR JAPARIDZE, Executive Director

Dr. Japaridze, Executive Director at PMCG, is responsible for strategic management, daily operations management, financial management, and project implementation. Her duties also include fundraising and ensuring compliance with international standards and requirements, in addition to the preparation of technical and financial business proposals to be submitted to local and international companies.



ZVIAD KHAREBAVA, Director, Business Sector Consulting

Dr. Zviad Kharebava, Business Sector Consulting Director at PMCG, plays a crucial role in expanding the company's business sector portfolio. He joined the company in 2013 and has since attracted valuable partners to PMCG through supporting key clients in infrastructure, hydro power and agriculture projects by providing plans for business development, fundraising and investment.



GIORGI KHISHTOVANI, Director, Research

Dr. Giorgi Khishtovani, Director of Research, has been making a notable impact in public, private and non-governmental sectors in Georgia and abroad for a decade. He manages research and analyses, quality control, fundraising and strategic planning at PMC Research.



DAVID LEZHAVA, Director, Public Policy

Mr. David Lezhava, Public Policy Sector Director at PMCG, and has 20 years of professional working experience in the fields of public finance and economic development, regional development, social policy, and energy policy. As Public Policy Sector Director, he is responsible for managing PMCG's public policy project portfolio, fundraising and collaboration with partners, clients and international development organizations, as well as for the development and implementation of the company's strategy.



LASHA MESKHIA, Director, Business Development

Mr. Lasha Meskhia, Business Development Director at PMCG, is responsible for project management, developing strategic plans, action plans, and business expansion strategies, as well as identifying new markets and product opportunities. He also focuses on product development, managing company representatives at various locations and working to improve the management processes and procedures of the company.



ZAZA BROLADZE, Non-Executive Director

Mr. Zaza Broladze (PMP) boasts around two decades of impressive experience in top management positions and has worked with international organizations and government institutions. In 2008, he joined PMCG as a Public Sector Consulting Director and in 2012 he became Deputy CEO and Partner, coordinating policy advising, capacity building and institutional development projects at PMCG.



LARRY DERSHEM, Practice Lead, Monitoring and Evaluation

Mr. Larry Dershem is a research and program evaluation professional with over 30 years of working experience. His areas of expertise include quantitative & qualitative research, personal exchange and interorganizational networks, household and community studies, program evaluation design, and international community development. He is experienced in the design of social and behavioral surveys, research for program development, design and oversight of program evaluations, as well as in capacity-building of local staff in design, monitoring, evaluation, and research methods and techniques.



SHIGEO KATSU, Non-Executive Director

Mr. Shigeo Katsu brings three decades of experience working with the World Bank and the Asian Development Bank, where he has accumulated vast knowledge and experience of Europe and Central Asia in the fields of infrastructure, trade, and transitional economies. He is currently the President of the Nazarbayev University in Astana, the flagship academic institution of Kazakhstan.



MAX VAN DER SLEEN, Non-Executive Director

Mr. Max Van Der Sleen has over 40 years of professional consulting experience across 50 different countries in Europe, Africa, the Middle East and Asia. He occupied the position of CEO and Chairman of the Board of Management at Ecorys Netherlands, where he was primarily responsible for leading the development of the company's strategy, operational performance, market renewal, and product innovation. By elaborating and implementing meaningful policies, Mr. Van Der Sleen significantly contributed to the company's overall international advancement.



IVANE TAVADZE, Practice Director, Institutional Capacity Building, Monitoring and Evaluation

Mr. Ivane Tavadze has joined PMCG in 2012 and has since enhanced the institutional and human capacity of various organizations from both the public and private sectors of countries in transition by assessing and analyzing their individual and institutional performance factors.



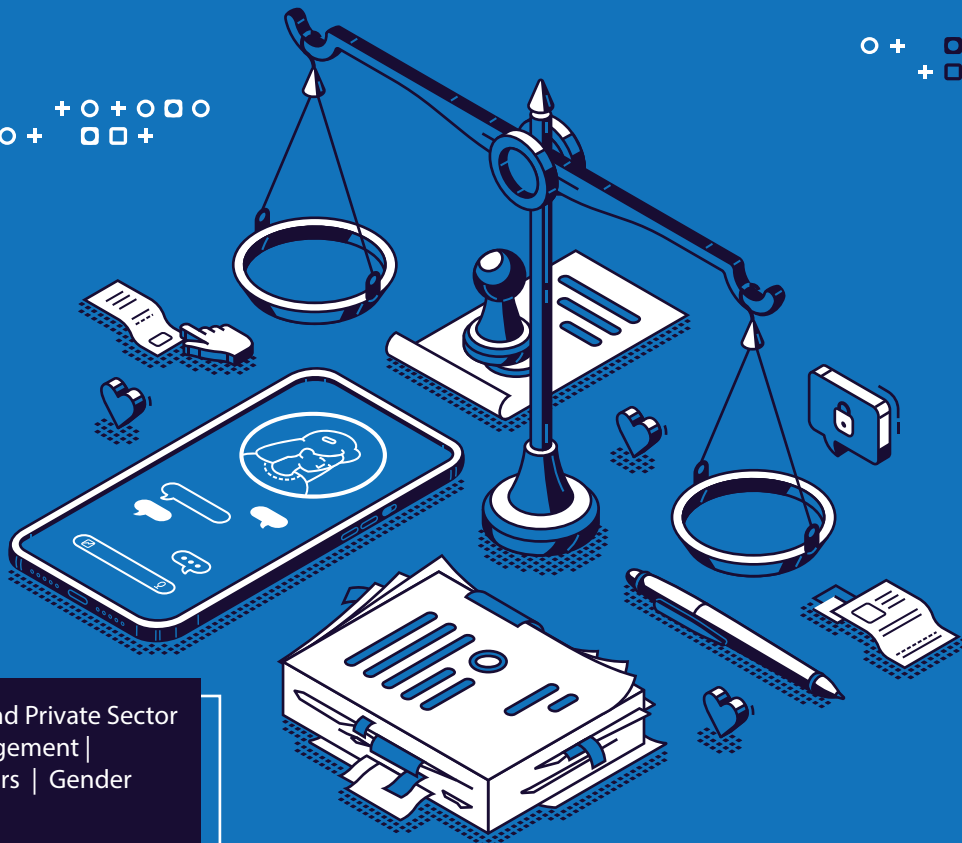
KENNETH S. YALOWITZ, Non-Executive Director

Diplomat Kenneth S. Yalowitz has had an outstanding career and possesses an invaluable understanding of countries in transition. He served as a US diplomat for 36 years before leading the Dickey Center for International Understanding at Dartmouth College from 2003 to 2011. He currently works as Director of the Conflict Resolution M.A. Program at Georgetown University (Washington, D.C.). Mr. Yalowitz is a Global Fellow at the Woodrow Wilson Center in Washington, D.C. and a member of the Council on Foreign Relations.

POLICY ADVISING

Delivering Progress to
Countries in Transition

Trade Policy | Tourism | Economic and Private Sector
Development | Public Finance Management |
Governance | Health and Social Affairs | Gender
Equality | Food Security | Education



At PMCG, we believe that liberty and a free market economy together provide a formidable basis for prudent economic policy and development.

This appreciation of the role of liberty in transforming societies derives from first-hand experience. We have played, and continue to play, an important part in economic reforms, moving countries from an inefficient, centralized economy loaded with heavy regulations toward a flexible, growing, transparent, and more progressive society.

Our team's valuable experience of policy reform and securing economic progress, combined with the expertise of our consultants and partners, as well as an encyclopedic comprehension of international best practices, equips us to assist communities and governments to establish stronger economies, to alter attitudes, and to stimulate progress both regionally and nationally.

In the last 14 years, a total of 25 nations across the globe have progressed as a result of our expertise. Specifically, our team has steered governments and communities toward economic reforms through instilling a

suitable legal framework and boosting institutional performance.

PMCG, across a wide spectrum of nations, has contributed to establishing stronger policies and reforms, giving people the necessary environment in which to improve their lives. This contribution has ranged from revenue generation in Africa to enhancing fiscal efficiency and regulatory frameworks in Europe and Central Asia.

Many governments have, with our support, created more comfortable environments in which to do business. Pertinently, the success we have achieved has been driven by our dedication to blending our knowledge and international best practices, combined with local expertise of every nation in which we work. PMCG cooperates with the highest caliber of regional experts to arrive at viable and sustainable solutions suitable for the local environment. Such a complex approach means that the policies we put together are carefully designed to face the obstacles and opportunities present in the relevant communities.

Working with Central Asian Countries toward Economic Progress

Countries: Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan

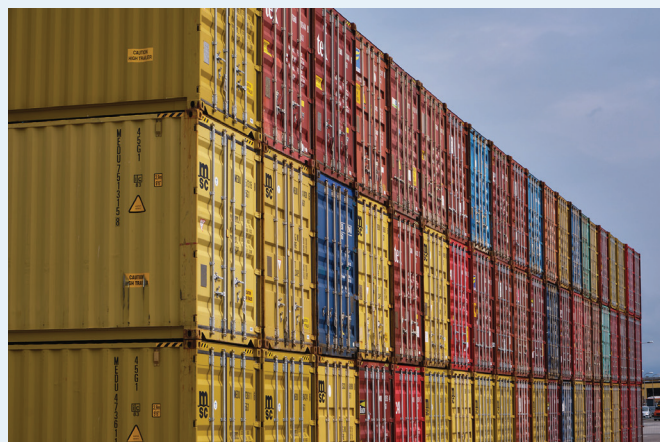
Sectors: Trade Policy; Tourism; Economic and Private Sector Development

In 2021, we completed our work as part of the USAID-funded project “Competitiveness, Trade and Jobs (CTJ) Activity” in Central Asia, as a subcontractor of DAI Global. The project aimed to increase the competitiveness of Central Asian economies in order to increase exports in horticulture and to improve the transport and logistics sectors that operate regionally, to reduce the time and cost of trading across borders, and to create jobs.

The project was divided into four components and our particular focus was on the component 1: “Increasing Competitiveness and Trade Readiness, Facilitating Trade, and Building on the Central Asian Trade Forum.”

We assessed the net benefits of revising and replicating the trusted traders and green channel program in Central Asian countries; developed a road map for countries in the region to establish these programs; and assessed the tourism industry in Central Asia as a whole.

PMCG conducted a study of current transit costs in Central Asia for road cargo originating in Pakistan and Afghanistan. PMCG also worked with the



Uzbekistan Customs towards the introduction of modern customs automation procedures and e-tools in customs administration, and supported the enhancement of the Central Asian Caspian Sea Port’s competitiveness in accessing European markets. Throughout the project implementation period, PMCG also participated at the Central Asia Trade Forum (CATF) in 2017, 2018, 2020, and 2021.

Country: Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan

Sectors: Trade Policy; Tourism; Economic and Private Sector Development

In 2021, USAID launched a new project entitled “Trade Central Asia” (TCA) to incentivize public and private sector stakeholders to implement reforms and achieve objectives at the regional and national levels.

The objective of the project is to improve region-wide trade connectivity and harmonization to accelerate economic growth and increase economic opportunity in Central Asia through the following three major components: harmonization of customs and border procedures; increasing public-private dialogue on cross-border trade and investment; and improving cross-border firm-to-firm connectivity.

PMCG, as a subcontractor of DAI Global, will be engaged in Component 1 and we will assist Central Asian countries to gain: harmonized customs and border procedures, increasing the speed and lowering the cost of moving goods across borders; and institutionally strong border agencies with effective policies, benefiting from legal and regulatory

reforms (in addition, they will also have developed national trade promotion targets in accordance with the World Trade Organization (WTO) Trade Facilitation Agreement, Enhanced and Extended National Authorized Economic Operator (AEO) programs, and mutual recognition); and adopted international best practices in trade, serving as a catalyst for the region.



Enhancing Procurement and Inventory Management under Public Financial Management (PFM) in Jordan

Country: Jordan

Sector: Public Finance Management

We are working with the Government of Jordan (GoJ), under USAID's five-year "Public Financial Management and Administration (PFMA) Activity" led by DAI Global. The program aims to strengthen the fiscal sustainability of the GoJ, to reduce obstacles to economic growth in Jordan, to build the capacity of the Government to improve the performance of revenue administration, and to ensure transparent budget management and public procurement processes in accordance with international best practices.

The focus of our work is on optimizing public expenditure management, and throughout 2021 we have developed a strategic action plan for the rapid uptake of electronic procurement (e-procurement) in Jordan. To this end, we studied and assessed the public procurement framework in Jordan taking into account the legal, institutional, and technological context.

The prepared strategic action plan includes the gaps and obstacles affecting the transition from paper-based public procurement processes to



electronic alternatives, as well as solutions and recommendations to smoothen the transformation to electronic processes. Ultimately this will support in creating procurement-related data and statistics, and the Government of Jordan make public expenditure more efficient and transparent. At the same time, we are working on assessing the inventory management framework and are developing an action plan to this end.

Supporting the Ministry of Finance of Georgia (MoF) to Enhance Georgia's Fiscal Transparency Practices

Country: Georgia

Sector: Public Finance Management

In 2021, we completed our collaboration with the Ministry of Finance of Georgia (MoF), under the USAID Good Governance Initiative (GGI) project entitled "Supporting the Ministry of Finance of Georgia (MoF) to Make Georgia's Fiscal Transparency Practices More Open, Clear, Comprehensive and in Line with Established Policies" led by Tetra Tech ARD.

According to IMF recommendations, Georgia must address its tax expenditure issue. To assist in doing so, we have assisted the MoF to tackle these challenges through analyzing tax expenditure across sectors. A baseline analysis was developed, and findings were incorporated into the tax expenditure assessment methodology that should strengthen the MoF to engage in more open, clear,



and comprehensive fiscal transparency practices, in line with established policies.

Supporting the EU's Engagement with Civil Societies in Bolivia

Country: Bolivia

Sectors: Democracy, Human Rights and Governance

The civil society landscape in Bolivia is very diverse and has been facing several challenges, including lack of human and financial resources, in a difficult political and socio-economic environment. The EU, along with the Swiss Cooperation Agency, has been cooperating with civil society organizations (CSOs) and non-governmental organizations (NGOs) in Bolivia with the overall objective to strengthen cooperation with and amongst CSOs and NGOs.

In this context, we, as part of a consortium led by B&S Europe, assist the EU in implementing the roadmap for engagement with civil society for the period of 2019-2023, adopted in August 2019 by the EU and its Member States, as well as the European Structured Dialogue Mechanism that has since been derived from it.

"The project aims to facilitate safe spaces for dialogue between civil society organizations, the EU, other international donors, and all levels of the Bolivian government around key issues including natural resources and climate change, human rights, gender, justice sector reform and improving the

transparency and accountability of the state," said Mr. Adam Behrendt, CSO Expert.

In the course of 2021, the project team updated the roadmap document for the period of 2019-2023 and conducted sectoral meetings with civil society stakeholders focusing on the areas of environment and climate change, justice and human rights, gender, and indigenous people. A report was also developed analyzing the structural changes and the legal and operational environment for CSOs while identifying measures to mitigate the effects of the double hit of a socio-political crisis and the pandemic. Several studies are also being carried out in the course of the project, to analyze the current dynamics of CSO movements in Bolivia – both in the capital city and the regions – and provide recommendations to the EU on avenues for engagement.

"We are proud to be contributing to the EU's objective of strengthening civil society in Bolivia through this project, which is also PMCG's first project to be fully implemented in Latin America," noted Ms. Tamar Medulashvili, Project Manager at PMCG.

Supporting Ukraine to Advance Local Governance

Country: Ukraine

Sectors: Democracy, Human Rights and Governance, Local Governance

Ukraine is actively working to enhance local governance in the country. This process is complex and consists of various aspects that are crucial to ensure the proper implementation of reforms. To support the country, USAID launched the five-year "Governance and Local Accountability (HOVERLA) Activity" focused on the following three main directions: to institutionalize Ukraine's system of local self-governance and ensure its effectiveness; to contribute to more self-reliant subnational governance; and to ensure that citizens play an increasingly influential role in local governance processes.

Our role, as part of the consortium led by DAI Global, is to work on identifying gaps and challenges in the management of territorial community land and asset resources, as well as to build the capacity of relevant subnational government staff and local government associations in land and asset management, and strategic and spatial planning, and to coordinate HOVERLA staff on linking land management with economic development initiatives. We are also assisting with the digitalization of asset management processes and procedures. At the same time, our

efforts are focused on providing analyses on relevant national and subnational legislation, on assistance in developing grant concepts, and the scope of activities.

As a result of the collaboration, land and asset management methodology, procurement applications for spatial planning, and a mechanism for managing assets will be developed. In addition, land registry processes will be reviewed, and subnational and local government staff will be trained on land management and spatial planning to ensure effective implementation.



Supporting Security Sector Oversight Bodies

Country: Georgia

Sectors: Defense and Security; Democracy; Human Rights and Governance

In 2021, we started working on a project aiming at consolidating and strengthening the role and activities of independent oversight bodies in Georgia, within the “EU for Security, Accountability and Fight against Crime in Georgia (SAFE)” program, as part of an international consortium led by B&S Europe.

Considering the best EU and international practices, the focus of the project is on supporting the Public Defender’s Office and strengthening its oversight capacity and public outreach, as well as helping the Parliament of Georgia in improving security sector oversight capacities, particularly the Defense and Security Committee and the Group of Trust. We also support collaboration between state and non-state actors along with civil society actors including NGOs, media, universities, and think tanks on oversight topics.

Moreover, our project team supports the State Inspector’s service of Georgia and the State Audit Office of Georgia to strengthen investigative activities and public outreach programming.

“Security oversight is a crucial component of functional security governance. Supporting



Source: Agenda.ge

reforms in this field and strengthening the capacity of key government institutions is pivotal to ensuring the effective governance of Georgia’s security sector. This EU-backed project will further contribute to the sustainable institutional development of the security sector in Georgia, strengthening both its integrity and efficiency,” said Mr. Shalva Khutishvili, Sector Lead in Rule of Law and Security Policy at PMCG and Deputy Team Leader of the project.

Facilitating EU Market Access in Indonesia

Country: Indonesia

Sectors: Economic and Private Sector Development; Trade Policy

Trade has a positive and significant impact on a country’s economic development, improving living standards, reducing poverty levels, and facilitating sustainable development. With this in mind, in 2021, we, as part of an international consortium led by GOPA, started working on an EU-funded project to support the EU Delegation in Indonesia in the process of negotiations on the Free Trade Agreement and EU market access, which will increase trade and investment between the EU and Indonesia and contribute to sustainable economic development.

In the course of the project, the project team is providing demand-driven support to the EU by assisting the European Commission in its role as a negotiator of the EU-Indonesia FTA, closely monitoring the developments in the Indonesian market, facilitating a better understanding of the Indone-

sian trade- and economy-related legislation, and the current and future regulatory framework.

In the course of 2021, we developed two reports highlighting key developments in international trade negotiations and cooperation, trade in goods and services, trade statistics and remedies, and taxes. Ensuring the project’s implementation, our team of consultants gather and analyze information to provide a substantial technical and analytical background to fully understand the opportunities and challenges in the legal and administrative framework. We will also draw preliminary conclusions on the possible legal and administrative changes that Indonesia will have to execute to implement the Indonesia-EU Comprehensive Economic Partnership Agreement (CEPA) and improve EU market access.

Analyzing Gaps in Health Sector of Georgia

Country: Georgia

Sectors: Health and Social Affairs

We have been working on the Japan International Cooperation Agency (JICA) project entitled “Data Collection Survey on Health and Medical Sector in Georgia,” aiming to analyze the current state of the healthcare sector in Georgia and to develop recommendations that will support the JICA in effectively planning further engagement therewith.

In order to meet the objectives, the project team collected and analyzed information about the healthcare situation in the country, including administration, the condition of healthcare facilities in the capital and regions, and people’s health in general.

The analyses cover the organization of the healthcare system as well as healthcare service provision

including the referral system, an outline of public and private medical facilities, healthcare financing, information systems and digital transformation in health and medical sector, human resources for healthcare. The analyses also include the level of development and education, and the drug supply chain. Surveys on the facilities at primary and secondary healthcare level and of the respective workers in the regions were also conducted also with a focus placed on rural areas.

Based on the research data, we will provide strategic advice through issuing a set of recommendations emphasizing the key priority areas for development crucial for the further enhancement, sustainability, and resilience of Georgia’s primary healthcare system.

Enhancing Capacities of Central Asia Regional Economic Cooperation (CAREC) Countries in the Design and Implementation of Free Trade Agreements (FTAs)

Countries: Afghanistan, Azerbaijan, China, Georgia, Kazakhstan, Kyrgyzstan, Mongolia, Uzbekistan, Turkmenistan, Pakistan, and Tajikistan

Sectors: Economic and Private Sector Development; Trade Policy

We are working on a project aiming to strengthen knowledge and capacities regarding the design and implementation of free trade agreements (FTAs) of all countries of the Central Asia Regional Economic Cooperation (CAREC) program, which represents a partnership of 11 countries (Afghanistan, Azerbaijan, China, Georgia, Kazakhstan, Kyrgyzstan, Mongolia, Uzbekistan, Turkmenistan, Pakistan, and Tajikistan) and development partners working together to accelerate economic growth and poverty reduction, guided by an overarching vision of “Good Neighbors, Good Partners, and Good Prospects.”

To ensure that the global and regional trade and investment opportunities of the CAREC countries are expanded, and that integration in the regional and global economies is enhanced through countries’ enhanced capacities to design, negotiate, implement, and monitor FTAs, we take a pragmatic and differentiated approach and use intra-regional knowledge and experience-sharing combined with international best practices when preparing training and capacity-building activities and materials.

In doing so, we will: conduct FTA knowledge and capacity needs assessments (CNAs) in the CAREC

countries; prepare CAREC FTA guidelines on FTA design, negotiation, implementation, and monitoring; prepare country-specific action plans to improve institutions’ capacity and practices in participating in and implementing FTAs; and deliver various knowledge-sharing and capacity-building events.

“Trade will be a driver for CAREC countries’ post-pandemic recovery as well as their long-term economic growth. The countries have prioritized the deepening of further regional integration through free trade and are even exploring the possibility of a CAREC-wide FTA. PMCG, with its international and regional expertise is honored to contribute to this objective and to assist CAREC countries in strengthening their capacities to design, negotiate, implement, and monitor FTAs,” said Mr. Mikheil Janelidze, Senior Consultant at PMCG.

Ultimately, the project seeks to help CAREC countries to continue their efforts to keep trade open and smooth in order to revitalize globalization, to deepen regional cooperation, and to achieve sustainable growth.

Development of an Employability Study of the Georgian Agricultural Sector

Country: Georgia

Sectors: Agriculture and Food Security; Education

We are working on the UN Food and Agriculture Organization (UN FAO) project entitled “Development of an Employability Study of the Georgian Agricultural Sector.” The main objective of the assignment is to develop a policy document, providing a general overview of the agriculture labor market in Georgia.

Pursuant to the project objectives, we are using various research methods, including qualitative and quantitative studies to review existing market situation, involving a percentage distribution of female and male employees, identifying the sector’s demands, and determining what programs are being offered by universities and professional colleges. At the same time, our team conducted focus group discussions with youth aged between 16 and 25 living in the regions of Georgia to better understand their perceptions of professional opportunities in Georgian agriculture, and what may attract them to (or repel them from) engaging in an agriculture-related career.

We are also conducting a legal assessment of the sector, taking into account the Deep and Compre-



hensive Free Trade Area (DCFTA). The analysis includes demands and opportunities presented by the DCFTA.

The idea behind collaboration here is to properly inform the UN FAO to give the institution an opportunity to work effectively with educational and public organizations to develop and execute relevant supporting activities.

Helping to Advance Georgia's Leasing Sector

Country: Georgia

Sectors: Economic and Private Sector Development

We, as a local sub-contractor of Abt Britain Limited, supported the Government of Georgia by developing a draft strategy for a vibrant leasing industry, which should serve as a tool supporting the growth of micro, small, and medium enterprises (MSMEs), and stimulate fixed capital formation in the country under the Technical Assistance Facility Eastern Partnership (TAF EP), which is a part of the Good Governance Fund (GGF) program implementation mechanism, funded with UK aid from the UK government.

More specifically, based on an assessment of the existing legal, tax, and regulatory framework and international best practices, PMCG developed a strategy, accompanied by recommendations and a roadmap for its implementation. This strategy will support the Government to set priorities, to focus its energy and resources properly, to strengthen operations, to ensure that all involved parties are working toward common goals, and to establish agreements on intended outcomes.



“I view this assignment as an opportunity to make a key contribution to the development of an industry which can, in turn, play a core role in revitalizing the SME sector of the Georgian economy. Leasing is ideally suited to providing finance to SMEs, and it is investment in these businesses which will stimulate growth in the productive backbone of Georgian industry,” said Mr. John Batty, Consultant at PMCG.

Assisting Guinea-Bissau to Develop Gender Profile

Country: Guinea-Bissau

Sectors: Human Development and Gender Equality

Gender equality is a core value of the European Union and every country with an EU delegation should prepare a country's gender profile to guide EU support in the promotion of gender equality in relevant actions.

In this regard, we are working under the EU-funded project "Providing Technical Assistance to Develop Guinea-Bissau Gender Profile," focused on developing a gender profile for Guinea-Bissau, as part of the consortium led by B&S Europe. The collaboration aims to develop an implementation plan for a national policy on gender equality and equity, while helping to identify priorities for the long-term programming of the European Union for the period of 2021-2027 in Guinea-Bissau.

The project team works on analyzing: the political, legal, and human rights situation and issues; obstacles including social norms and stereotypical practices; situations of fragility or conflict; and key challenges in terms of equality between women

and men (organized by areas of engagement of the Gender Action Plan (GAP) III and covering sectors selected for the Multiannual Indicative Programme). The project also entails the identification of gaps in gender equality along with the mapping of actors and general sectoral entry points and opportunities.

A final report will be used as one of the instruments allowing the EU to determine priorities in its long-term programming for the next six years.



Functional Analysis and Development of Roadmap for State Support Programs

Country: Georgia

Sectors: Democracy, Human Rights and Governance

In 2021, we, as a sub-contractor of Abt Britain Limited, conducted a comprehensive analysis of state support programs and provided evidence-based recommendations for their modernization in order to enhance the competitiveness and diversification of the micro, small, and medium enterprise (MSME) sector in Georgia, under the Technical Assistance Facility Eastern Partnership (TAF EP), which is a part of the Good Governance Fund (GGF) program implementation mechanism, funded with UK aid from the UK government.

"There are several private sector state support programs in Georgia to advance prioritized sectors. I think that this project is very important in this regard as it will provide a fresh view, a sort of zoom-out, of overall state aid that will significantly support the Government of Georgia to more effectively and efficiently allocate state money," said Ms. Nino Javakhadze, Consultant at PMCG.

More specifically, the project entailed conducting a functional analysis and evaluation of state support programs at the macro level, delivered by the following state agencies: Enterprise Georgia (EG); Georgia's



Innovation and Technology Agency (GITA); and the Agriculture and Rural Development Agency (ARDA). They will, accordingly, elaborate a five-year roadmap for the implementation of recommendations, and key performance indicators (KPIs) for the modernization of these programs.

As a result, the Government of Georgia will better address MSMEs' needs and support them more effectively in overcoming existing challenges presented by the ongoing COVID-19 pandemic through increasing their export potential and organizing state budget spending more efficiently.

INSTITUTIONAL DEVELOPMENT AND CAPACITY BUILDING

Improving Efficiency and
Enhancing Performance

Digitalization, IT and Data Management | Economic and
Private Sector Development | Democracy, Human
Rights and Governance | Gender equality | Public
Finance Management



We firmly believe that effective results depend on people, good systems, and strong analysis. Moreover, we know that institutions need to be efficient and competitive if they are to survive and if they are going to give their clients the level of service they need.

We are dedicated to supporting public and private institutions to transform inefficient bureaucracies into modern, capable, and transparent structures. Often, that means moving institutions away from centralized governance to a more adept and competitive structure, to efficiently enforce legislation and improve service delivery.

Perceiving organizations as adaptive systems, we use systematic approaches to help them identify and analyze existing performance gaps. In so doing, we go far beyond just training and coaching; we conduct analysis at organizational, process, and individual performance levels to address

identified gaps and to assist in the implementation of performance solutions packages.

Working in several areas using a variety of tools, including human and institutional capacity development (HICD), performance assessment and management, change management, human resource management, and public outreach and strategic communications, we effectively address and overcome the barriers hindering development in public and private sectors alike. We also reinforce and maintain the competencies and capabilities necessary for institutions to achieve their short-, medium-, and long-term objectives.

As part of our organizational capacity enhancement programs, PMCG ensures that newly-established or reconfigured systems and outputs are suitably aligned with the external environment and the expectations of beneficiary institutions.

Human and Institutional Capacity Development (HICD) Activity

Country: Georgia

Sectors: Democracy, Human Rights and Governance

In 2021, United States Agency for International Development (USAID) launched the “Human and Institutional Capacity Development (HICD) Activity in Georgia” seeking to achieve sustainable results in the human and institutional capacity development of key strategic partner institutions in Georgia that play an important role in the process of strengthening the country’s self-reliance.

We, as subcontractors to Kaizen (prime contractor), have been working on the various activities to contribute to the Activity’s success in meeting the set objectives. Throughout 2021, we supported a number of organizations that play a vital role in the country’s development, including:

Civil Service Bureau (CSB) of Georgia - One of the key institutions engaged in the cycle of formulating and implementing public policy. The Bureau’s effectiveness directly affects Georgian government, the Parliament, and other administrative bodies. With this in mind, we conducted a performance assessment of the CSB and prepared the Performance Solutions Package, consisting of 10 solutions oriented toward various aspects relative to improving performance.

Georgian National Intellectual Property Center “Sakpatenti” – Intellectual property protection is an essential part of any knowledge-based economy, and raising awareness about its importance is a key focus of Sakpatenti. Accordingly, we have worked with the Center to strengthen PR practices through developing a three-year communications strategy and a one-year action plan. To facilitate the process, we have supported Sakpatenti to build its public outreach capacity, developed a brand book, and designed public awareness campaigns.

Georgian Association for Public Opinion Research (GAPOR) – We have worked with the management of GAPOR and supported them to develop sound and viable strategic and operating plans. Moreover, we have assisted the team to outline and conceptualize the operating procedures for the Association’s most important activities and services.

Public Defender of Georgia (PDO) - A constitutional institution that supervises the protection of human rights and freedoms in Georgia. Within the framework of the HICD Activity, we had the opportunity to work with the institution on several important areas. We also assisted the PDO to devel-



op the 2020-2022 Human Resource (HR) Strategy and corresponding action plans. Furthermore, we helped to devise human resource management procedures and an employee performance appraisal framework that were subsequently adopted by the PDO.

We also assisted the PDO to assess and improve its IT infrastructure. Within the project framework, PMCG’s team of consultants conducted a comprehensive assessment of the PDO’s IT infrastructure, including its hardware and software, and established a unified vision for an acceptable IT design for the agency. We also developed the PDO’s security standards and guidelines, remaining compatible with the PDO’s mandate and operations, and established IT hardware and services procurement parameters and guidelines.

The project “Pre-award Risk Assessment for a Government to Government (G2G) Development activity with Public Defender’s Office of Georgia” was designed to identify, analyze/evaluate, and propose measures to mitigate all identified entity-level risks at the PDO, associated with the potential G2G development activity. The results of the assessment inform the proposed G2G activity design process and recommend mitigating measures to address the risks identified. The identified risks may be addressed as conditions precedent prior to providing initial disbursements and/or as covenants to implement during the life of the activity. The following areas were identified for assessment within the project’s framework: entity feature; budget; procurement; cash management and treasury; accounting and reporting; internal control; information technology; audit and compliance; and fraud.

Facility for the Implementation of the EU-Georgia Association Agreement – II

Country: Georgia

Sectors: Democracy, Human Rights and Governance

Since 2019, within the framework of the European Union project “Facility for the Implementation of the EU-Georgia Association Agreement II,” led by IBF International Consulting, we are working to advance the implementation of the EU-Georgia Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA).

The project team is focusing its efforts on enhancing the coordination, monitoring, evaluation, and reporting mechanisms of the Government of Georgia (GoG). Moreover, it is introducing legal and institutional reforms, and raising public awareness about EU-Georgia agreements.

In the course of 2021, the project team assisted in the development of legal gap assessment (LGA) for the areas of employment, social policy, and equality. Within this project, this was a pilot LGA and may serve as a point of reference, and a model to be followed in the future.

We also addressed the LGA-related challenges in the maritime transport sector. The assistance was targeted toward complete the needs assessment and preparatory legislative activities for the implementation of the Maritime Single Window Facility as a result, the legal environment has been put in place to foster the development of necessary software in 2021.

In 2021, we continued to support the Government of Georgia in communication strategy development. The assistance was provided specifically in drafting and implementing a communication plan aimed at improving the Georgian government’s and parliament’s communication on the AA/DCFTA and other EU-Georgia agreements.

Moreover, to assist the process of approximation of Georgian legislation with EU law, we provided support to Tbilisi City Hall in ensuring improved compliance of legislation with the International Building Code (IBC) and the effective implementation of a newly-adopted government resolution ‘On Non-Structural Building Code.’



Supporting E-Work Market Development in Rural Areas

Country: Georgia

Sectors: Economic and Private Sector Development; Digitalization, IT and Data Management; Human Development and Gender Equality

Being able to work from a distance has become increasingly important, especially during the ongoing pandemic. Throughout 2021, we worked on a project aimed at advancing e-work market development in Georgia, by assessing the e-work market demand among enterprises from the five biggest cities of Georgia and helping to match this demand with the rural labor force of the selected municipalities under the EU-funded program “Improving Rural Development in Georgia (IRDG),” implemented by UNDP.

“Rapid development of modern technologies has significantly changed lifestyles globally. The changes have mainly affected the environment we work in and a new way of working – remote work – is taking its place gradually. The study aims to identify the specifics of the remote labor market with respect to existing and potential job positions, to identify the key factors in maintaining and promoting this new environment, and to assess employment prospects for the workforce in rural areas. This, in turn, provides new opportunities to prove

living standards for the most vulnerable people living in rural areas,” said Ms. Elza Jgerenaia, Senior Consultant at PMCG.

We have developed a policy paper about e-work’s development, prospects, and challenges in Georgia. Based on the interviews conducted with representatives of the private and public sectors, it was emphasized that one of the key challenges hindering rural populations from working at a distance is internet access/strength. Moreover, there is a lack of skills within rural communities necessary for e-work.

Another important component of the project was the online course entitled “How to Work Remotely?” for rural youth from eight municipalities—(Keda, Khulo, Akhalkalaki, Borjomi, Tetrtskaro, Kazbegi, Dedoplistskaro, and Lagodekhi). The course’s content covered the following topics: teleworking jobs in high demand (including from the results of quantitative survey); how and where to find teleworking jobs; how to convince potential employers that a specific job may be done partially

through teleworking and applying accordingly; skills and knowledge worth investing in for teleworking opportunities and e-learning opportunities; how to set up and manage teleworking; and data protection and security in a teleworking environment.

It should also be noted that video courses were recorded for the above-mentioned training sessions.



Advancing the Public Financial Management (PFM) Capacity of Georgian Municipalities

Country: Georgia

Sector: Public Finance Management

In 2021, we started working with four municipalities of Georgia, namely Gori, Ozurgeti, Zugdidi, and Rustavi, to strengthen their public financial management (PFM) capacity, under the USAID Good Governance Initiative (GGI) program in Georgia led by Tetra Tech ARD.

The program covers the implementation of program budgeting methodology in practice, enhancing the budgeting process, and improving two important principles of the budgeting system – transparency and accountability.

We supported the selected municipalities to elaborate program-based packages for FY2022 in compliance with the latest program budget development methodology, and in line with public expenditure and financial accountability (PEFA) recommendations. To be more precise, the project team supported selected municipalities to develop the following documents: FY2022-2025 Priority Documents; Medium-term Action Plans; FY2022 Program Budgets; Citizens’ Guides; and Annual Execution Reports of the FY2021 Budgets. To encourage proper execution of program budgeting, the Minis-

try of Finance of Georgia awarded these municipalities additional funds for infrastructural projects.

It should also be noted that the project team has facilitated a number of public meetings in each municipality to ensure citizens’ active engagement in the processes. The project is to be finalized by March 2022. At the moment, we are working on the development of the final versions of the citizens’ guides and the annual budget execution reports.



Modernizing and Streamlining Customs Policies and Procedures in Ukraine to Increase Competitiveness of Local SMEs on International Markets

Country: Ukraine

Sector: Economic and Private Sector Development; Trade Policy

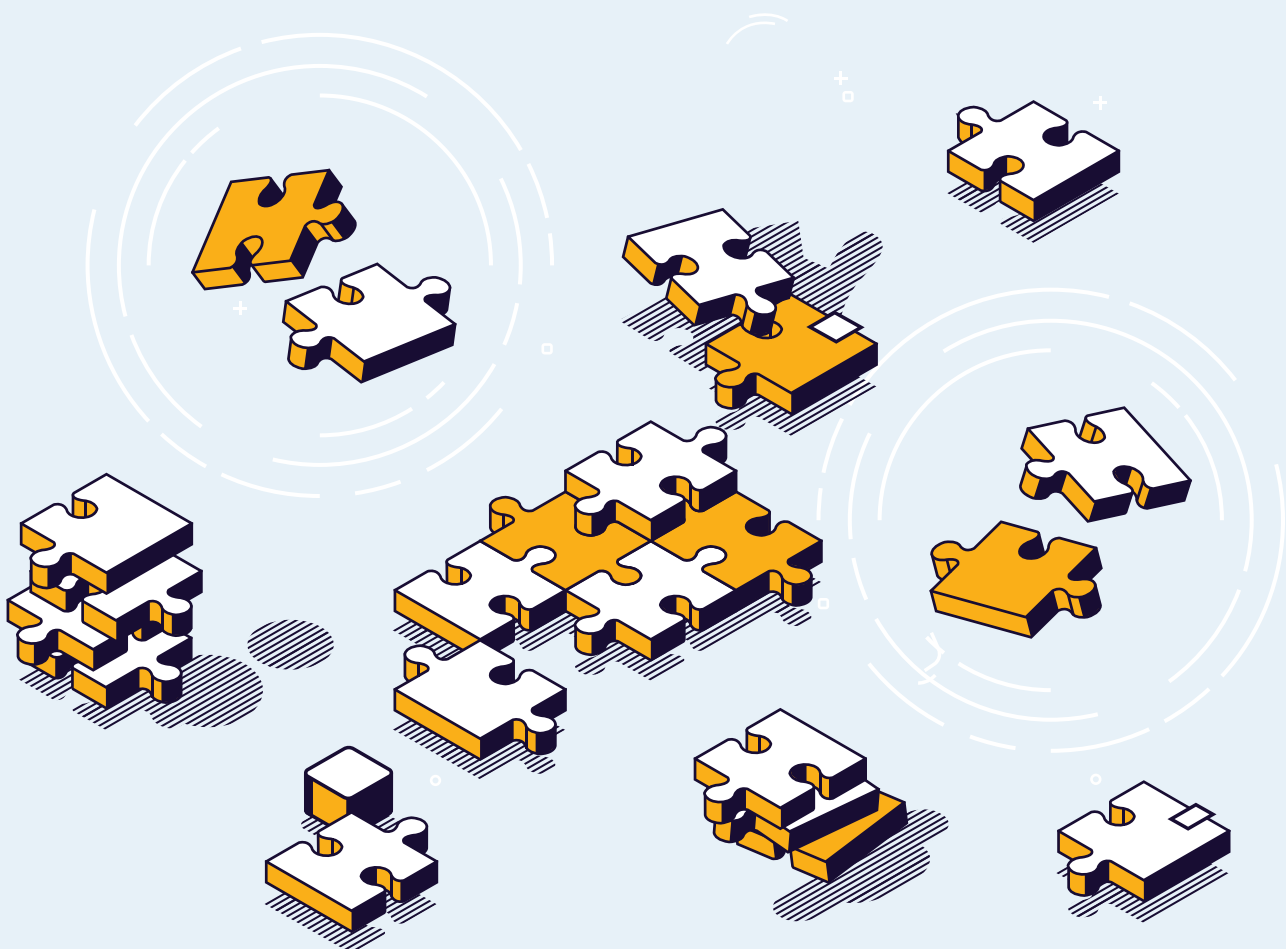
Though 2021 we have been working in Ukraine on USAID Competitive Economy Program (CEP) led by Chemonics International to strengthen State Customs Service.

CEP is focused to encourage startup businesses and small and medium sized enterprises (SMEs), increase domestic market competition, and support the competitiveness of local firms on international markets.

Our efforts are focused on assisting the Ukraine's State Customs Service in transitioning into a single legal entity, develop tools, and enhance its capacity in the enforcement of intellectual property rights and post custom audits. The project team works to design functional changes for the Customs Single Legal Entity (SLE), and to develop a personnel incentive system for intellectual property rights

enforcement (IPRE) and post clearance audits (PCA). As well as develop a roadmap to implement the updated business processes and legislative amendments to relevant regulatory documents.

With the key objectives in mind, we work to develop a basic motivation system and its adaptation for customs officers, including recommendations on target skills, job profiles, and a key performance indicator system for IPRE and PCA functions; Develop policies and relevant provisions to ensure proper functioning of workflows; Analyze the effectiveness of the actions of customs officials and develop recommendations to special risk profiles within IPRE functions to improve efficiency and effectiveness; develop recommendations on target skills, job profiles, and key performance indicator system for the PCA function.





MONITORING AND EVALUATION

Providing Insight to
Achieve Tangible Results

Digitalization, IT and Data Management |
Democracy, Human Rights and
Governance | Economic and Private
Sector Development | Agriculture and Food
Security | Rule of Law

We have, for many years, been helping governments and companies to assess the impacts they are making, to detect the challenges they face in their operations, and to identify and grasp opportunities for improvement.

When seeking to improve overall results, to achieve tangible success, and to make an impact on reform or institutional changes, monitoring and evaluation tools are essential. Indeed, such tools enable the assessment of the relevance, efficiency, and effectiveness of a given project or program. When it comes to monitoring and evaluation, we focus on the following three main areas: program monitoring; performance and impact evaluation; and data quality review.

Our monitoring and evaluation is oriented toward impact measuring and serves as a guide for project implementation and man-

agement, providing stakeholders with information on the progress being made toward the achievement of objectives, as well as highlighting any disparities between targets and actual achievements. This valuable method identifies where a program is heading, how it will get there, and whether its resources are being used in the most cost-effective manner.

Using project evaluation, we identify what is positively and/or negatively influencing target groups, individual households, institutions, and the overall environment. This allows us to better understand the extent to which project goals have been achieved and what impacts the project results have had in general and on the target group in particular.

Extensive knowledge and understanding of economic growth policy and good governance helps us to adequately evaluate situations and improve results.



Conducting Regional Public Opinion Surveys on Cybercrime Reporting and Online Security

Country: Georgia

Sectors: Digitalization, IT and Data Management

We contributed to the enhancement of cybersecurity in the regions of the South Caucasus, Eastern Europe, and the Balkans in the project entitled “Regional Public Opinion Surveys on Cybercrime Reporting and Online Security,” funded by the European Union, the Council of Europe, and CybersecurityEast, carried out in five countries (Armenia, Azerbaijan, Georgia, Moldova, and Ukraine).

We, as a contractor of the Council of Europe in Georgia, focused our efforts on conducting a regional opinion survey on cybercrime reporting and online security in Georgia. It represented the first time a study had analyzed and assessed attitudes, concerns, and expectations of individuals, enterprises, and cybercrime and cybersecurity professionals in Georgia.

“Evidence-based policy development is crucially important in every socio-economic field, while it is especially relevant in the context of cybersecurity and Georgian public policy. Although relevant frameworks are in place in Georgia, there is limited evidence demonstrating if and how public opinion is considered in the Government’s decisions, strate-



gies, and policy discussion,” said Nata Goderdzishvili, Consultant at PMCG.

The survey results and recommendations have been shared only with the relevant countries to further contribute to other reporting efforts and to shape future policies, strategies, and capacity-building responses on cybercrime, cybersecurity, and electronic evidence in the near- and medium-term.

Advancing Collaboration Between the European Commission and CSOs Worldwide

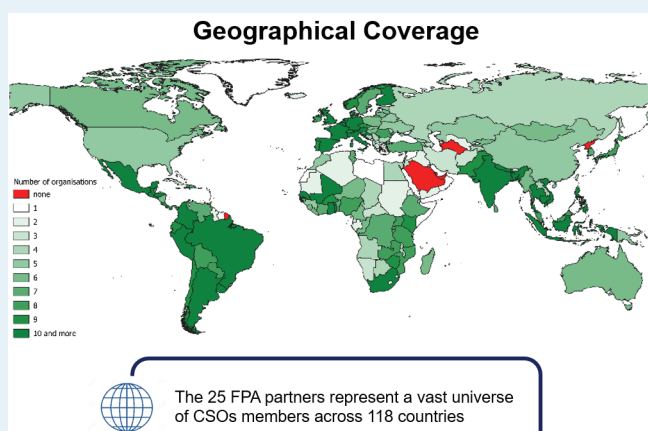
Country: Global

Sectors: Democracy, Human Rights and Governance

In 2019, we, in a consortium led by B&S Europe, started working on the project entitled “Mid-term evaluation of the Framework Partnership Agreements (FPAs) and their corresponding specific grant agreement,” which aimed at advancing collaboration between the European Commission and CSOs worldwide.

In the course of the project, we evaluated the implementation of the FPAs signed between the European Commission and CSO umbrella organizations and their corresponding specific grant agreements. Accordingly, we also provided recommendations to the relevant EU services and stakeholders to increase understanding and to find/adapt the best way to approach and improve the use of FPAs in the future program.

The EU will use the evaluation findings to address



problems related to the implementation of FPAs and provide accountability and transparency on the use of grant agreements accompanying FPAs.

Evaluating the Canada-Ukraine Trade and Investment Support (CUTIS) Project

Country: Ukraine

Sectors: Economic and Private Sector Development; Trade Policy

In 2021, we became part of a summative evaluation of the 5-year Canada-Ukraine Trade and Investment Support (CUTIS) project, aimed at sharing its results with key stakeholders, and enhancing future possible programming in the economic growth sector by recommending how to strengthen the involvement of Ukrainian small and medium-sized enterprises (SMEs) in trade and investment.

The CUTIS project, valued at \$13.8 million USD, and implemented by the Conference Board of Canada and the Canada-Ukraine Chamber of Commerce during 2016-2021, sought to stimulate economic growth in Ukraine through the expansion of Ukrainian trade with Canada and the encouragement of Canadian investment in Ukraine. The project focused specifically on SMEs, including women-owned/operated businesses, in five trade sectors (ICT; chocolate and confectionary; and clothing, footwear, and furniture), to help them to take advantage of increased access to global value chains. It encourages Canadian companies to



invest in Ukraine and to forge links with Ukrainian SMEs and other suppliers through global value chains.

This project is financed by the Minister for International Development acting through the Department of Foreign Affairs, Trade and Development by the Canadian Embassy in Ukraine.

Evaluating the Expert Deployment for Governance and Economic Growth (EDGE) Project in Ukraine

Country: Ukraine

Sectors: Economic and Private Sector Development; Democracy, Human Rights and Governance

As contractors of the Canadian Embassy in Ukraine, in 2021 we started working on a summative evaluation of the Expert Deployment for Governance and Economic Growth (EDGE) project. The purposes of this project are to evaluate and share the EDGE project results with key stakeholders, to assess the applicability of the EDGE technical assistance model, and to assess the advantages or disadvantages of the deployment of international versus local experts, as well as the deployment of short-term versus long-term experts. Furthermore, it aims to support informed decision-making on the part of Canada's Department of Foreign Affairs, Trade and Development (DFATD) in its programming and formulating of recommendations on strengthening the involvement of Ukrainian SMEs in trade and investment to improve future possible programming pursuant to economic growth.

"The evaluation will be useful to improve future possible programming in terms of economic growth by formulating recommendations on how

to strengthen the involvement of Ukrainian SMEs in trade and investment. The evaluation will be focused on the relevance of the EDGE interventions within a wider context of other programming supporting governance reform in Ukraine, and analyzing factors contributing to and hindering the achievement of anticipated results. Specific attention will be paid to the cross-cutting themes of gender equality and environmental sustainability," said Mr. Alexander Grushevskiy, Project Team Leader.

In order to achieve the project objectives, PMCG will develop an evaluability assessment report, an evaluation work plan, and a final evaluation report.

EDGE is a five-year project financed by the Canadian government providing responsive technical assistance to support the Government of Ukraine in improving governance and enhancing economic growth through the development of expertise at national and sub-national levels.

Final Evaluation of Budget Support Programme “ENPARD” Moldova – Support to Agriculture and Rural Development”

Country: Moldova

Sectors: Agriculture and Food Security

Since 2016, the EU has provided support to rural development and agriculture in Moldova through European Neighbourhood Programme for Agriculture and Rural Development (ENPARD), the main goal of which has been to reduce rural poverty. Such assistance is provided to the Moldovan government and to NGOs/CSOs working directly with communities on the ground.

As part of the EU project entitled “Final Evaluation of Budget Support Programme “ENPARD” Moldova – Support to Agriculture and Rural Development”, under consortium led by ADE, PMCG experts assessed the extent to which the goals of the ENPARD’s budget support program have been met, paying particular attention to its results measured against its expected objectives, and the reasons underpinning such results. The evaluation was conducted using five DAC evaluation criteria (relevance, coherence, effectiveness, efficiency,



and sustainability).

The findings of the project also yield lessons learned and corresponding recommendations in order to improve the design and implementation of future budget support programs in the field of agriculture and rural development in Moldova.

Evaluating the Regional District Governance and Community Development Programme in Pakistan

Country: Pakistan

Sectors: Democracy, Human Rights and Governance

Under EU Framework Contract Lot 5, in a consortium led by ADE, we work on a final evaluation of the EU-funded program entitled the “Khyber Pakhtunkhwa District Governance and Community Development Programme” (KP-CDLD). The program was designed to build the responsiveness and effectiveness of the administration of the 13 districts of this province of Pakistan to restore citizen trust, to stimulate employment and livelihood opportunities, and to ensure delivery of basic services.

The EU has supported the Pakistani government by providing budget support and funding this project as a complementary measure to build capacities at provincial, district, and town levels with regard to policy review and feedback, public financial management, procurement and contract management, communication and visibility, engineering standards, and monitoring and evaluation.

The project team is focused on the assessment of achievements, the quality and the results of this EU

program in the context of an evolving cooperation policy with an increasing emphasis on result-oriented approaches and making a contribution towards the implementation of the UN’s Sustainable Development Goals (SDGs). From this perspective, the evaluation should look for evidence of why, whether, or how these results are linked to the EU intervention and seek to identify the factors driving or hindering progress.



Mid-Term Evaluation of the Justice and Accountability Reform (JAR) Programme in Uganda

Country: Uganda

Sectors: Democracy, Human Rights and Governance; Rule of Law

We are working under EU project to provide an independent mid-term evaluation of the EU Sector Reforms Contract (SRC) "Justice and Accountability Reform (JAR)", with the period to be evaluated from 2017 to 2020, with about 66 million Euro overall financing.

The emphasis of this evaluation will be made on the assessment of achievements, the quality and the results of budget support programs in the context of an evolving cooperation policy with an increasing emphasis on result-oriented approaches and the contribution towards the implementation of the Sustainable Development Goals.

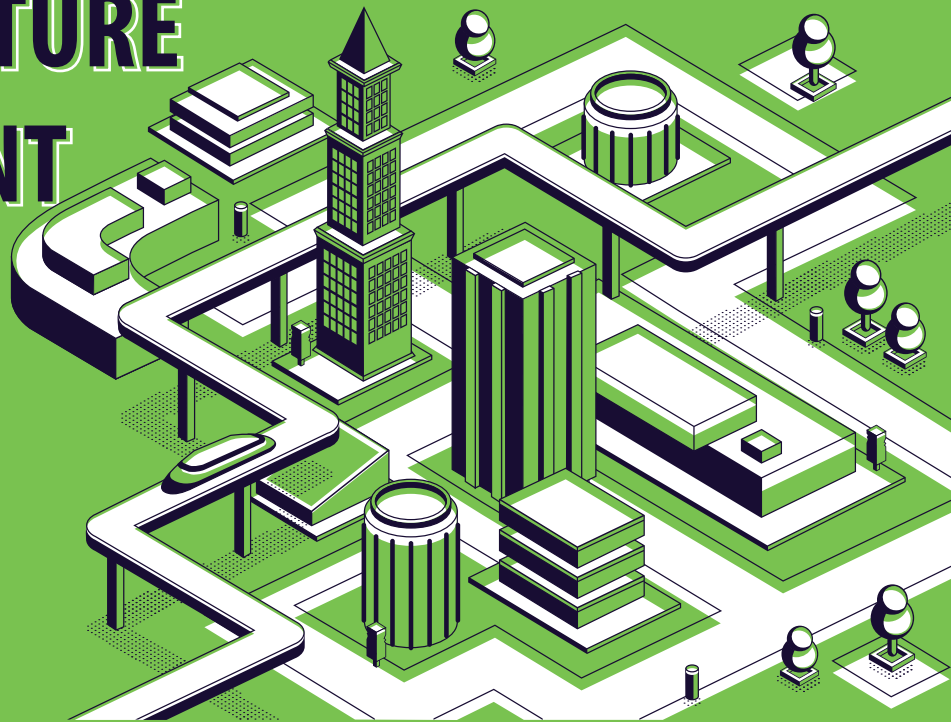
The focus of the evaluation is to provide an overall assessment of the past performance of JAR program, with a particular attention to its results measured against expected objectives. Project team will also identify key lessons learned, and provide conclusions and recommendations in order to improve current and future budget support programs.



INFRASTRUCTURE DEVELOPMENT

Adapting Global Experience
to Fix Local Challenges

Waste Management | Energy
| Climate Change | Water and
Wastewater | Transport



Having in place infrastructure that is both modern and operates smoothly provides significant added-value and is crucial for countries making the transition towards a developed economy.

Hydro power, oil, and gas all do more than light up and heat households; they fuel the operations of companies and their factories around the world. Vital infrastructure, including roads and railways, help to deliver raw materials, products, and services to regional and world markets.

From waste management to electricity grids, and from logistical hubs to water supply, PMCG's specialists assist clients by providing technical assistance, feasibility studies, and detailed designs necessary to build appropriate infrastructure for sustainable growth.

Our work with governments at all levels, from municipalities to ministries, is focused on

helping them to transform the management of state enterprises and municipal enterprises, and providing them with the tools needed to develop and create modern organizations that serve the needs of the public.

Infrastructure development is a relatively new area of interest in PMCG's portfolio but we are already working on the development of water and wastewater infrastructure, highways, and solid waste landfills among other facilities.

Crucially, we believe that the only way to create new jobs, reduce poverty, and facilitate economic growth is to establish proper and reliable infrastructure.

Introducing Modern, Sustainable Waste Management Systems

Country: Georgia

Sector: Waste Management

Since 2016, we, as a member of the consortium led by HPC AG, have been supporting the Solid Waste Management Company of Georgia (SWMCG) in the EBRD-funded solid waste management project's implementation in the Kvemo Kartli region entitled "Kvemo Kartli Solid Waste Management Project – Project Implementation Support Services," designed to assist the SWMCG to assess, design, and build a landfill.

In the course of 2021, the project team elaborated a detailed design for the landfill and the necessary auxiliary infrastructure, which will serve about 300,000 inhabitants across the following five municipalities: Marneuli, Bolnisi, Dmanisi, Tetritskaro, and Tsalka. At the same time, we developed an environmental and social impact assessment study, to be submitted to the Ministry of Environmental Protection and Agriculture of Georgia for approval. We are also helping the SWMCG in purchasing new containers and vehicles for the landfill. Moreover, in the course of the project, PMCG is providing procurement support in accordance with the EBRD's Procurement Policies and Rules (PP&R), as well as financial and disbursement services, and supervision of construction works to ensure punctual and effective construction of the new sanitary landfill.

We are actively working on a project aiming to introduce environmentally-friendly integrated solid waste management systems in two regions of Georgia, namely Kakheti and Samegrelo- Zemo Svaneti, as part of a consortium led by Fichtner, under the KFW Development Bank's program entitled "Integrated Solid Waste Management Programme II, Kakheti and Samegrelo-Zemo Svaneti Regions, Georgia: An Accompanying Measures Consultancy Service." The program entails the construction of regional sanitary landfills and transfer stations, the closure of existing landfills, improvement of street sweeping, waste collection, and transport, as well as pilot projects in recycling and composting.

In the course of the project, PMCG is providing consultancy services to improve the managerial capacities of the municipalities and the Solid Waste Management Company of Georgia (SWMCG), with regard to institutional, organizational, and financial aspects to conduct communication and public relations measures.

In 2021, we conducted focus group discussions with the residents of the Kakheti region, introduc-



ing a new landfill site selection approach and presenting the importance and role of the new waste disposal facility, as we believe that clear communication with the local community is key for the successful implementation of the project.

To improve street cleaning and waste management services in the municipalities, we collected data and calculated equipment needs for waste



management services, waste generation, as well as the operating costs of street cleaning and waste collection services. Moreover, we developed a methodology for the gate and waste fee calculations while supporting the implementation of a composting factory in Gurjaani Municipality, which will recycle pomace waste to produce a bio-clean fertilizer.

After the successful implementation of the project, the SWMCG and the relevant municipalities will be able to properly operate and maintain new facilities and equipment, thus contributing to the long-term protection of natural resources.

Country: Georgia
Sectors: Waste Management

In parallel, we are working with the Ministry of Regional Development and Infrastructure (MRDI) of Georgia, under UNDP project entitled “Development of Performance Management Systems for Street Cleaning and Waste Management Services in 23 Municipalities of Georgia”.

The project aimed to increase the effectiveness and efficiency of 2 municipal services: cleaning of streets and other public areas, and municipal waste management.

As part of the collaboration, we have developed performance management system (PMS) that will support the local authorities to better plan, manage, assess and improve service provision. We have also provided manual for municipalities, to



ensure proper and effective implementation of the management system.

Enhancing Renewable Energy Production

Country: Georgia
Sectors: Energy, Environment and Climate Change

In 2021 we, as part of a consortium led by RINA, completed work under the European Bank for Reconstruction and Development (EBRD) project entitled “Preliminary Project Preparation Study for a 50 MW Floating Solar PV Plant on the Enguri Reservoir in Georgia,” aimed at assessing the viability of developing new renewable energy production in Georgia.

In the course of the project, we examined the feasibility of developing a 50MW floating photovoltaic (PV) plant on the surface of Enguri reservoir, focusing on evaluating the existing market framework and regulations, and assessing environmental or social risks.

In this regard, we highlighted significant gaps in the legal framework regarding floating solar PV plants, the legal requirements for similar stations, and the types of license required for energy production and after-sales. We also scrutinized the potential environmental and social risks and considerations, and ascertained that no significant



environmental or social risks could be associated with the project.

The project’s implementation will create a new supply chain, establish new opportunities in employment and tourism, and contribute to renewable energy targets, water-saving, and land conservation.

Improving Water Supply Systems

Country: Georgia

Sectors: Water and Wastewater

Water safety and availability are pivotal to both public health and economic development. In this regard, in 2021, we, together with Temelsu, under the Sustainable Water Supply and Sanitation Sector Development Program, started working on a water supply project in Telavi entitled “Consulting Services for: Telavi Supervision Consultant – Telavi Water Supply Project,” aiming to improve the water supply services in the city and to ensure an uninterrupted 24-hour supply to customers.

Due to the absence of water supply zones and accountability systems for water consumption, the city’s population remains under-served, with only 18% connected to the network and receiving a 24-hour water supply.

The focus of the project is to enhance the water supply system of the city through rehabilitation and construction of the wells, transmission mains, reservoirs, and a distribution network with 6,950 household connections.

In the course of the project, PMCG is carrying out a review of the detailed design, and is ensuring that the works are following the design and contract provisions, while also supervising construction



activities daily and guiding effective communication with various stakeholders.

Moreover, we monitor both physical and financial progress and the implementation of environmental mitigation measures. To strengthen the staff capacity of the United Water Supply Company of Georgia (UWSCG), we will provide on-the-job training in the supervision of construction, and managing and monitoring social and environmental safeguards.

Country: Georgia

Sectors: Water and Wastewater

Through 2021, we have finished working on final evaluation of the EU-funded project entitled “Water for the Poor”, which aimed to protect and promote the right to health and to adequate living standards of citizens in vulnerable multi-ethnic rural communities of Kakheti and Kvemo Kartli regions of Georgia, and has been implemented by Caucasus Environmental NGO Network (CENN).

The project aimed to enhance the well-being of vulnerable groups in multi-ethnic communities, especially women and youth in these two regions of Georgia through introducing the water, sanitation and hygiene (WASH) regulatory system and services, as well as ensuring social and environmental justice, protection of human rights, solidarity, integration, non-discrimination, and prevention

of water conflicts and marginalization in these multi-ethnic rural communities. Moreover, it sought to strengthen the capacity of these groups and respective local community institutions regarding WASH, and to encourage them to advocate their right to health and adequate living conditions.

The evaluation was focused to identify the extent to which project goals had been achieved. Also, determined what impacts the project has had in general, and on the target groups in particular. We have met with local minority groups, representatives of the schools, kindergartens, medical institutions and local self-governments. Based on close communication with them, we identified the benefits they received from the project.

Improving Commercial Standing, Environmental Performance and Service of Transportation

Country: Georgia
Sectors: Transport

We have collaborated with Tbilisi Transport Company (TTC) - one of the largest companies operating in Georgia in the field of transportation, under the European Bank for Reconstruction and Development (EBRD) project entitled “Tbilisi Bus Project - Corporate Development and Stakeholder Participation Programmes,” led by Mott MacDonald CZ - a global engineering, management, and development consulting company.

We worked with TTC to improve its commercial standing, service, and environmental/social performance by supporting the identification, implementation, and establishment of the corporate, financial, operational, and environmental/social management standards required to adhere to the relevant covenants including those in the EBRD’s financing documents. Moreover, as part of the collaboration we supported the company to develop a medium-term-focused corporate develop-

ment program (CDP) and to improve TTC’s corporate planning capacity to assist the ongoing transition towards becoming a self-sustaining entity with commercially sustainable operations, as well as implementing the Environmental and Social Action Plan (ESAP), developed for TTC by the EBRD.

At the same time, we assisted TTC to implement a stakeholder participation program aimed at enhancing public ownership by encouraging the use of public transport, increasing public participation in the provision of public transport services, and raising public awareness about issues related to project implementation.

The project should enhance TTC institutionally, and ensure that it obtains a medium-term CDP and boosts its corporate planning capacity, all of which should have a positive impact on TTC with commercially sustainable operations.

Assessing Dams’ Safety

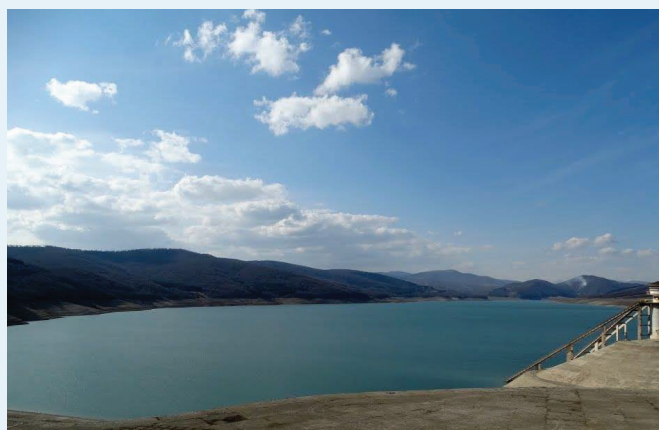
Country: Georgia
Sectors: Water and Wastewater

In 2021, we, as part of a consortium led by Temelsu, completed implementation of the World Bank-funded project entitled “Independent Dam Safety Assessment and Design & Author’s Supervision of Dams Safety Activities for Algeti & Sioni Dam,” aimed at assessing the safety of Sioni and Algeti dams in the Kakheti and Kvemo Kartli regions of Georgia.

Throughout the project, we provided assistance to the state-owned company Georgian Amelioration LTD, examining the status of Algeti and Sioni dams to evaluate their appurtenances and performance history, and preparing dam safety assessment reports in accordance with World Bank policies.

In the course of the project, since 2018, we have conducted dam safety assessments, collected data about dam structure, and reviewed the design documentation and available dam safety reports.

We have also reviewed existing national rules and guidelines for dam safety and prepared an emergency preparedness plan (EPP). Moreover, the project included a capacity assessment of local



authorities and training in dam safety for operational and management staff.

Moreover, we carried out the Author’s supervision of the construction work, which marked the final part of the project, meaning that all project goals were met. The recommendations issued on remedial and safety-related measures will serve as a guide to upgrade the dams to an acceptable standard of safety.

Promoting Mining Investments to Enhance the Sector's Sustainability

Country: Georgia

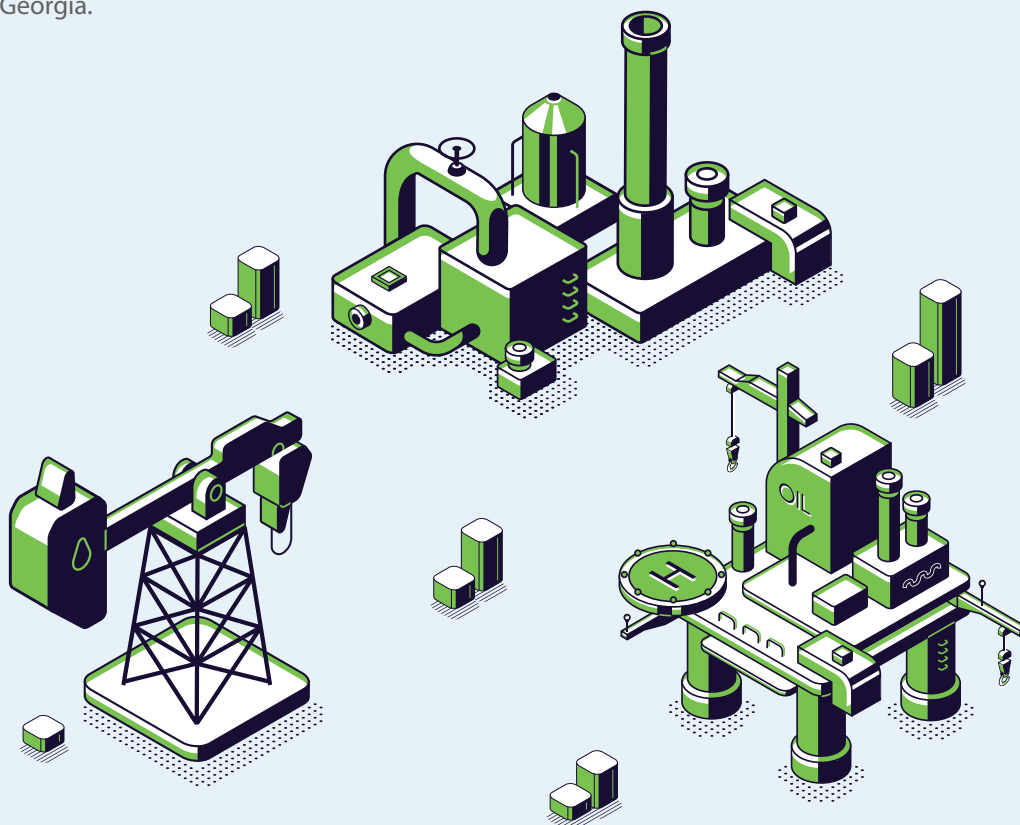
Sector: Energy, Environment and Climate Change

We work with the National Agency of Mines (NAM) of Georgia, which is in the process of modernizing in order to boost investments in the mining sector, thereby enhancing its sustainability. In this regard, we will provide support in the development of a communication strategy and corresponding communication materials for the NAM to increase the attractiveness of the country's mineral potential and to reach out to potential investors and responsible mining companies.

In doing so, we will: conduct a communication audit, including a review of available baseline information about the population, communication channels, investors, target minerals, country constraints, as well as international best practices; identify key stakeholders and their roles in the communication and marketing strategy and arrange for a suitable interface for them; provide advice on how to engage with other stakeholders, including civil society organizations and responsible mining companies, as well as recommendations as to which channels should be used for promotion; to identify ideal target investors and devise plans to reach them; and to prepare a communication strategy that will address constraints and suit the modes of operation and communication in Georgia.



After the communication strategy is presented to and agreed with the NAM, we will assist in its implementation and the preparation of materials, including recommendations on the dissemination of news about Georgia's minerals sector via audio/video materials and the development of concept/brief of the videos.

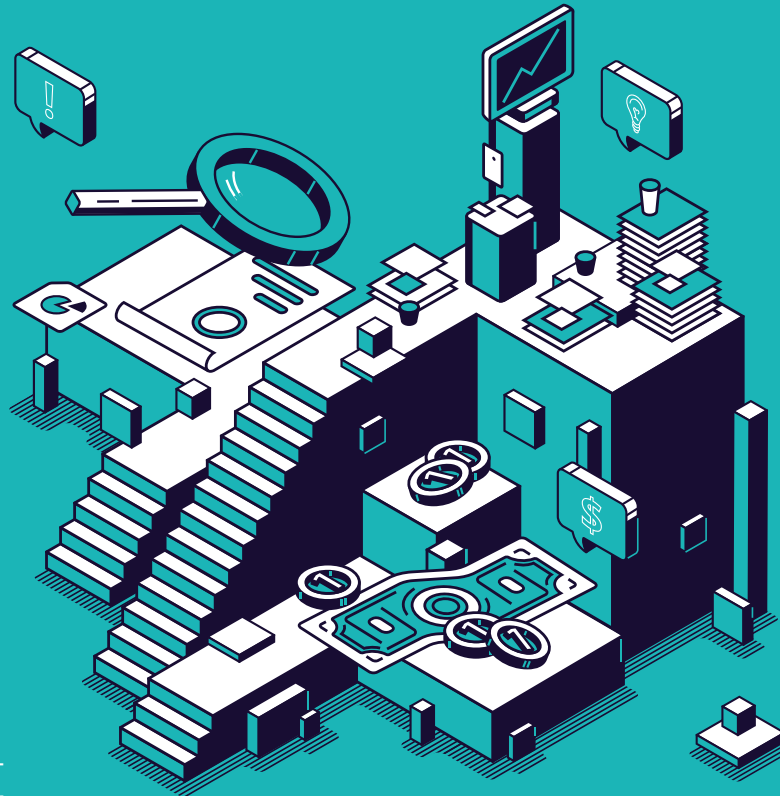




PMC RESEARCH

Using Policy Research to Promote Economic Liberty and Prosperity

Cybersecurity | Education | Migration | Human Development and Gender Equality | Labor Market | Digitalization, IT and Data Management | Energy | Economic Development | Green Growth | CSO Development | Conflict Resolution | Health and Social Affairs



Research-based policymaking is a fundamental part of the legal and regulatory framework that promotes long-term, sustainable development. Open and results-oriented public discussion is also an invaluable component of good governance, as evidence-based policy contributes to well-informed decisions by making use of the best available option(s) for policy development and implementation. At the same time, profound studies provide valuable information for large businesses and financial institutions, supporting them to make informed and effective decisions.

With this in mind, we decided to create an independent subsidiary – PMC Research Center (PMC RC) - in 2010.

PMC RC is an award-winning think tank that aims to facilitate economic development by analyzing economically-challenging areas in Eurasia and beyond, including economic and public policy, international trade and investment, labor market and migration, social policy, and democracy and civil society.

By combining our global and local expertise, we elaborate research-based policy options that are focused on transparency, economic development, freedom, and prosperity.

We conduct comprehensive research and provide policy recommendations to central and local governments. Moreover, our work is supported by various international and government institutions, including USAID, UNDP, the European Commission (EC), the Open Society Foundation (OSF), the German Marshall Fund, the International Visegrad Fund, the Ministry of Foreign Affairs of Czech Republic, the Ministry of Foreign Affairs of Estonia, and the Ministry of Foreign Affairs of Poland.

As part of our work, we consider it important to promote and support young researchers as they start their careers. Together with our partners, we have identified a number of talented researchers and given them the chance to study and discuss key challenging topics of today's society.

In the course of just over a decade, PMC RC has organized more than 60 public debates, bringing together a wide range of stakeholders oriented toward reaching optimal decisions for policy planning, design, and implementation.



Identifying Education Trends, Developing Recommendations

Education plays a crucial role in securing both the socio-economic progress and the effective development of a country. We strongly believe that the advancement of a country depends on its well-educated young people, and we are glad to make a small contribution in this regard. In 2021, we were involved in several projects in Georgia with the support of our international partners, focused on assessing the current situation of the education sector, the role of international students in the country's economic development, and analyzing trends with respect to the labor market, employment, and vocational education.

Country: Georgia
Sector: Education

We have partnered with Mathematica Inc. to develop a thorough understanding of the ongoing trends in education in Georgia in general, and to conduct a system diagnosis under the project "Study and Evaluation of Trends in General Education in Georgia," carried out as part of the Innovation, Inclusion and Quality (I2Q) Project, financed by the World Bank.

The analysis focuses on assessing the current situation in education in terms of quality, equity, and efficiency, as well as in terms of management, school climate, and learning. The study and evaluation will take into consideration the geographical, ethnic, and social needs of students and teachers with respect to potential challenges induced by the COVID-19 pandemic. It will also serve the purpose of analyzing the impacts made by the Georgian government and its agencies' interventions on both student learning outcomes and the school climate in the country overall.



Based on the study results, the project aims to provide decision-makers in this sector with a full picture of the current situation, enabling effective intervention and transformation planning. The project team will then develop recommendations for the Ministry of Education and Science of Georgia and the World Bank.

Country: Georgia
Sector: Education, Vocational Education

In 2021, we worked on a study entitled "Mapping of Educational and Employment Opportunities in Georgia," financed by the International Organization for Migration (IOM). To map educational and employment opportunities in Georgia, the research project aimed to overview the labor market and to retrain providers of training in the country.

During the study, the research team implemented desk research to overview relevant literature and secondary data analyses, and also carried out an interview with a representative of the Employment Support State Agency.

Based on the research and interview, we developed a set of findings about trends in the labor market, employment, and vocational education in Georgia.

The study provides specific information on employment and education opportunities at the



regional level. Moreover, the research findings may serve as a valuable resource for state institutions, as well as international and local organizations implementing activities regarding labor market and VET system enhancement in Georgia.

Country: Georgia
Sector: Education

In 2021, we implemented a research project entitled “Economic Impact of Foreign Students in Georgia” aiming to assess the impact of foreign students on the Georgian economy and on its higher education system.

“The research evaluates the current impact of foreign students on the Georgian economy, their financial contribution to the higher education system of the country, and their impact on higher education in general. The findings revealed the advantages and disadvantages of Georgia attracting more students from abroad. These findings informed some concrete recommendations,

rendering the research a valuable resource for decision-makers and higher educational institutions to increase their economic benefits and foster further internationalization,” said Goga Khishtovani, Research Director at PMCG.

In the course of the study, the research team conducted interviews with state officials, representatives of 13 higher education institutions, and education experts, as well as carrying out focus group discussions with foreign students from eight different countries. The team also conducted an online survey with participants from 37 different countries and 11 higher education institutions.

Assessing Migration Governance and Labor Migration Management

Migration is a global phenomenon that affects countries, cities, and communities in all regions. As people move in numbers, governments face new challenges in ensuring that migration is mutually beneficial and that human rights are protected. Thus, migration governance, especially during COVID-19, represents a global challenge. It is important to examine how migration affects development in the modern world, how these processes can be better managed, and how labor migration optimization can benefit the countries of origin and destination, as well as the migrants themselves. To address these challenges, in 2021, we worked on several projects, evaluating the IOM’s projects, conducting a country study of Georgia in terms of labor migration management, and conducting regulatory impact assessments (RIAs) on labor migration.

Country: Georgia
Sectors: Human Development and Gender Equality, Migration

We worked on the evaluation of the implementation of the International Organization for Migration’s Sustaining Border Management and Migration Governance (SBMMG) program, which has been running since 2017.

In the course of the “Final External Evaluation of Sustaining Border Management and Migration Governance (SBMMG) and Top-up Funding Project,” our team gathered and reviewed quantitative and qualitative data about project documentation and key stakeholders, conducted interviews, and prepared an evaluation report.

The evaluation provided expert opinions on the implantation process, as well as the achievements and effects of the abovementioned project and



issued recommendations for internal and external stakeholders.

Country: Georgia

Sectors: Human Development and Gender Equality, Migration, Labor Market and Employment

In 2021, we also conducted a project entitled “Regulatory Impact Assessments (RIAs) on Labor Migration,” assessing both the current legislation in Georgia and proposed changes thereto.

In the course of the project, we conducted a regulatory impact assessment (RIA) on employment agencies facilitating labor emigration from Georgia with the objective of supporting effective protection of the rights of labor emigrants who receive services from intermediaries and to ensure the collection of reliable statistical data on their migration patterns. At the same time, the RIA on labor migration also aimed to improve the quality of information obtained by the state on the activities of labor immigrants, both qualitatively and quantitatively.

The assessments comprised a comprehensive evaluation of the likely consequences of the planned changes to the Law of Georgia on Labor Migration and other normative acts. In the course of both assessments, the respective RIA teams



identified and defined the given problem, described the baseline scenario, formulated the objectives of the intervention, elaborated potential alternatives with respect to the relevant regulatory interventions, analyzed and compared the impacts of these alternatives, and eventually proposed preferred policy alternatives.

Countries: Georgia, Kosovo, Germany, Vietnam

Sectors: Human Development and Gender Equality, Migration, Labor Market and Employment

We have partnered with the University of Applied Sciences Bonn-Rhein-Sieg (H-BRS), which is implementing a research project entitled “Sustainable and Socially Acceptable Labour Migration Management” in cooperation with the German Agency for International Cooperation (GIZ) in Georgia, Germany, Kosovo, and Vietnam.

In particular, we are conducting a country study of Georgia, covering labor migration management and existing schemes entitled “Sustainable and Socially Acceptable Labor Migration Management - Country Study of Georgia.”

The study aims to assess the perspectives of different stakeholders, to address the perceptions of labor migration, and to examine the role of skills development in the country. The project team also

focuses on identifying costs and benefits throughout the migration process, assessing the potential of vocational education and training (VET), and examining the partnership underpinning the labor migration scheme. Based on our research, the University of Applied Sciences Bonn-Rhein-Sieg will develop academic papers.

“Labor migration can contribute to the sustainable development of Georgia as well as countries of destination, and if the process is well-governed it can also benefit the migrant workers themselves. Studying the perceptions of Georgian stakeholders regarding the existing migration schemes and identifying costs and benefits throughout the migration process is important,” said Sopho Basilidze, Researcher at PMC Research Center.

Strengthening Public Policy Discourse and Dialogue among Different Political and Social Groups

To create a platform for constructive and systematic policy debate among different political and social groups in Georgian society, and to encourage young researchers in the country to publish valuable policy research papers on important policy issues, we, together with the Konrad-Adenauer-Foundation in Georgia, conducted a project entitled “Public Policy Discourse and Dialogue Platform – 2020-2021.” This year, the policy research focus of the platform was on the following three important policy issues: assessing the current state of artificial intelligence (AI); the linkages between electricity prices in Georgia and power supply security; and cybersecurity and cybercrime in Georgia.

Country: Georgia

Sectors: Digitalization, IT and Data Management

Artificial intelligence (AI) is increasingly becoming a part of our everyday lives, offering tremendous benefits for societies in terms of public governance, business development, and healthcare. However, it also raises some important economic, legal, and ethical questions. With these in mind, we conducted research entitled “Georgia - Fit for the Age of Artificial Intelligence (AI)?”

The research assessed the current state of AI in Georgia, reviewed the factors hindering its use and development, and outlined its prospects in the country, taking into account the best international practices. In the course of the project, we held a public discussion on the outcomes of the research, discussing the role of AI and existing problems and challenges in the development of AI policy across the world and in Georgia. During the public discussion, we also overviewed our recommendations regarding future steps for Georgia to enhance its AI use, including the development of a national strategy that will serve as the foundation for AI ethics and policy development.

“AI technologies are broadly applied in several sectors, from military to education, and that is why it is important that the strategy document be comprehensive and cover important areas of



governance and economy. Having a clear strategy could help to coordinate several governmental policies and ensure that there is no contradiction between strategic AI goals and certain sectoral goals. Therefore, the strategy's preparation process has to be transparent and inclusive, to ensure the highest possible legitimacy of the document. The international aspect of AI policy is also significant, both in terms of potential risks and business opportunities,” stated Mr. Giorgi Parulava, Associate Researcher at PMC Research, who authored the paper.

Country: Georgia

Sectors: Cybersecurity, Digitalization, IT and Data Management

The rapid developments in the cyber-sphere, with large-scale digitalization of public services and in the private sector, as well as progress being made in e-government, and increased internet access, all open up new opportunities, but at the same time present some challenges. Despite growing digitalization, public awareness of cybercrime or cybersecurity risks and threats is relatively low in Georgia.

To address these challenges, we conducted research entitled “Cybercrime in Georgia: Current Challenges and Possible Developments,” aimed at

assessing the cybercrime situation in Georgia and projecting possible developments, as well as envisaging policy recommendations for the responsible public authorities. As Georgian citizens are the end-victims who would suffer most from any national security breaches including cybersecurity incidents and cybercrimes, the research also aimed to facilitate awareness-raising through providing analytical information regarding problems and possible solutions thereto.

“Analysis through the study of factors and trends

influencing cybercrime is a good international practice and a well-established approach. This is the purpose of this policy document - to assess the threats and challenges of cybercrime in Georgia, to analyze the emerging trends, and to outline possible development scenarios. I believe that this paper will become an important source of information for stakeholders not only in Georgia, but in the whole region, and will stimulate future research on cybersecurity that is critical in this area," said Ms. Nata Goderdzishvili, Associate Researcher at PMC Research, who co-authored the study.



Country: Georgia
Sector: Energy

To draw attention to the issue of electricity prices, their importance in energy security, and electricity supply security, the PMC Research Center team conducted a research entitled "Electricity Market Prices and Georgia's Energy Security."

The research paper emphasized the role and importance of electricity market prices in Georgia's energy security, analyzing the current structure of the wholesale electricity market in Georgia, identifying different prices, payment schemes, and some fundamental issues that are inherent in the structure of the ongoing wholesale electricity market in Georgia, as well as highlighting some challenges that need to be resolved to strengthen supply security in the electricity market.

"Energy security is an important component of national security that affects the economic, social, and security environment of a country," said Giorgi Mukhigulishvili, Lead Researcher at World Experience for Georgia, adding that "Transparency of energy prices and development of competition are

critical factors in the ongoing energy reform process in Georgia."

During the discussion on the key findings of the research, several topics were emphasized, namely the role of prices in electricity supply security, the need for data transparency for different components of wholesale market prices, and the need to develop an ancillary service market to generate price incentives.



Evaluating US Embassy Public Affairs Foreign Assistance Programs

Country: Georgia
Sector: Education

In 2021, we were contracted by the US Embassy in Georgia to conduct an evaluation of the four US Public Affairs Foreign Assistance Programs in Georgia, namely: the Youth Journalism Program; the National Security Studies Program; the Media Education Program; and the Bringing Georgia and Abkhazia Together Through English (B-GATE III) Program.



The project entitled “Mixed-Method Evaluation of US Embassy Public Affairs Foreign Assistance Programs in Georgia” aims to evaluate how effectively the current program designs are achieving the desired results of building skills, developing attitudes, and increasing awareness among participants, as well as tracking how the effects of programs are maintained in the long term.

To achieve the research objectives, PMC Research Center is employing a mixed-method evaluation,

comprising both quantitative and qualitative data. The proposed methodology involves the systematic integration of surveys and in-depth interviews, drawn from different evaluation approaches and methods to develop a better understanding of the merits and significance of each program. In addition, for each program, “success story” case studies will be presented to better portray and substantiate the overall findings.

Fostering COVID-19 Recovery

The year of 2021 brought many challenges, with the lingering effects of the pandemic influencing our daily lives, as we adapt to a “new normal” way of living. In efforts to save lives and restart economies, governments around the world have implemented different public health and economic measures, which have played a vital role in countries' recovery. In this regard, throughout the year, we worked on projects with the goal of supporting the COVID-19 recovery, sharing experiences and good practices between countries, and providing capacity-building and learning activities.

Countries: Albania; Kosovo; Serbia; Croatia; Georgia; Armenia; Moldova; Ukraine; Bosnia and Herzegovina; Poland; Slovenia; Montenegro; North Macedonia
Sectors: Digitalization, IT and Data Management

In 2021, we started working on a German Agency for International Cooperation (GIZ) project entitled “The Development of COVID-19 Recovery Solutions at Municipal Level in the Areas of Digitalization and Crisis Management in the Southeast European Region.”

The project aimed to support cities' resilience during the COVID-19 pandemic by providing capacity-building and learning activities, and supporting the development of small urban projects in digitalization and crisis management, as well as promoting the Connective Cities Network's development through encouraging more active and practical involvement of members.

To support cities' resilience against the pandemic through crisis management and digitalization, a series of actions were implemented including the selection of working groups (with 20 members) and the development of action plans for each group to envision future activities and to provide expert guidance on identified topics of interest. The project team conducted online workshops, guided

and facilitated by relevant experts, while identifying challenges, initiatives, and good practices, and developing appropriate solutions. At the same time, the project team worked with selected cities - Yerevan, Armenia and Drohobych, Ukraine - implementing small urban initiatives.

To support the Connective Cities Network's development through encouraging more active and practical involvement of members, new active members were identified and two virtual events were held. The first event focused on the topic of crisis management and digitalization, while the second covered municipal green recovery practices and the importance of renewable energy.

“During the COVID-19 pandemic, the project supported cities in the SEE region to increase their capacity and to develop small urban initiatives. The project ensured knowledge and experience sharing among cities regarding practices implemented during the pandemic,” said Sopho Basilidze, Researcher at PMCG.

Country: Georgia
Sectors: Economic and Private Sector Development; Green Growth

The climate crisis has become even more apparent during the COVID-19 pandemic, and it is important to ascertain how governmental policies across the world support the transition to a greener, low-emission, and

resilient economic model. In this regard, we worked on case studies covering policy responses with potential environmental benefits in Georgia during the COVID-19 pandemic.

We co-authored the Organisation for Economic Co-operation and Development's (OECD) paper entitled "Policy Responses to COVID-19 and the Green Transition: Emerging Good Practices in Eurasia," which showcases emerging good practices and measures that support greening the economic recovery in selected EECCA countries (Armenia, Georgia, Moldova, Ukraine, and Uzbekistan) while putting forward suggestions as to how these can be scaled-up.

Mr. Giorgi Khishtovani, Research Director at PMC Research Center, together with the PMC Research Center team, analyzed and compiled a report on policy responses along with their potential environmental benefits for Georgia during the COVID-19 pandemic. The case studies presented in the paper discuss the Georgian experience of the integration of renewable power, the greening of public transport, and resource efficiency in rural development, all in the course of the COVID-19 pandemic, while highlighting the benefits of selected cases in terms of environmental impact and economic growth potential.

"The COVID-19 pandemic has evidently created a universal problem, which affects countries worldwide.

Climate change is another problem of similar scale and universality. Thus, even during the pandemic, it is crucially important to actively share innovative and effective solutions, and measures taken by various countries in different fields. The report summarizes the measures taken by EECCA countries to support green recovery," said Khishtovani.

Reports represented in the paper were conducted as part of the project case studies on policy responses and their potential environmental benefits for Georgia amid COVID-19, funded by the OECD. The project aimed to further develop a detailed report on cases of particular EECCA countries, namely Armenia, Georgia, Moldova, Ukraine, and Uzbekistan.



Supporting Civil Society Organizations (CSOs)

Country: Georgia

Sectors: Democracy, Human Rights and Governance, CSO Development

In 2021, we, together with People in Need (PIN), completed our work under the project entitled "Capacity assessment, Strategic Planning and Comprehensive Capacity Development for Civil Society Organizations (CSOs) in Georgia," funded by the EU Commission. The project aimed to facilitate an organizational capacity self-assessment process for 15 civil society organizations (CSOs) operating in Tbilisi and in the regions of Georgia by applying the Organization Capacity Assessment Tool (OCAT).

In pursuit of the project goals, we conducted organizational thematic and technical capacity assessments and, based on the findings thereof, we created organizational development strategies for each target CSO with their active involvement and participation. Our team of consultants then created organizational capacity assessment reports, organizational development strategies, and action plans for organizational development with short-, medium-, and/or long-term strategic objectives and activities.

Taking into consideration the given strategic objectives, the CSOs developed campaign plans designed to generate positive changes in their respective communities. PMC Research Center

supported eight CSOs in campaign planning and proposal development, reviewed the campaign concepts submitted by target CSOs, and provided consultancy on an individual or group basis on how to further develop and improve campaign plans to meet the evaluation criteria, as well as to improve the chances of campaigns succeeding and having a greater impact.



Taking into consideration the thematic and technical organizational development needs highlighted in the organizational development strategies of each CSO, PMC Research Center developed the capacity of targeted CSOs. Moreover, we provided on-job guidance and learning-by-doing trainings on different topics.

Strengthening Peace in Conflict-affected Communities

Country: Georgia

Sectors: Democracy, Human Rights and Governance, Conflict Resolution

In 2021, we started working on the project entitled “Everyday Peace in Conflict-affected Communities” with the support of the UK Fund for Sustainable Peace - Complementary Initiative to COBERM, a joint initiative of the United Kingdom government and the United Nations Development Programme (UNDP). The project gathers researchers and practitioners from both sides of conflicts to explore local needs and perceptions of everyday peace in conflict-affected communities by employing the innovative Everyday Peace Indicators (EPI) methodology.

Through a partnership of local researchers, PMC Research Center, and the storytelling platform Indigo, the project aims to explore and strengthen local capacities for peace, to create a credible research base for advocating the practicality of peacebuilding, and to contribute to confidence-building in the Georgian-Abkhaz and Georgian-South Ossetian contexts.

For this purpose, the project combines capacity-building and advocacy activities. The project team is conducting EPI research in seven project sites with the active engagement of local communities focusing on women and youth, and will develop an



evidence-based EPI research report, including a unique set of community-sourced qualitative indicators for designing and evaluating peace efforts. The project team is also working on building the capacity of local researchers and practitioners through conducting training on EPI methodology.

By the end of the project, everyday peace advocacy meetings will have been organized in local communities to disseminate the research findings. Moreover, in the course of the project, Indigo’s special issue, co-financed by COBERM and the Heinrich Boell Foundation Tbilisi Office - South Caucasus Region, will be produced featuring “Everyday Peace Indicators” and “Practicality of Peacebuilding.”

Facilitating Ethnic Minority Participation in the Public Service

Country: Georgia

Sectors: Health and Social Affairs, Demographics and Aging

We are working on a UNDP project entitled “Taking Stock of Ethnic Minority Participation in the Public Service,” aiming to support interventions pursuant to both more balanced and inclusive ethnic representation in the public service, and the achievement of the Sustainable Development Goals (SDGs).

The research focuses on studying the demographic characteristics of the public sector in Georgia, understanding the challenges faced by civil servants from an ethnic minority background in gaining employment in the public agencies of Georgia, and exploring the challenges and gaps in the existing data collection and analysis methods as well as their compatibility with SDG indicators.

In the course of the research project, we have already conducted desk research to gain an understanding of the situation with regard to inclusivity in the Georgian public sector, and secondary data analyses of the existing administrative data on the demographic characteristics of the public service. We also carried out informant interviews to collect expert knowledge in the key research areas, and held focus group discussions with ethnic Armenian and Azerbaijani civil servants to explore the challenges faced by them in the public service, and with HR representatives and high-level managers working in public institutions, with the purpose of exploring the general level of awareness among public sector employers regarding ethnic minority representation.



CORPORATE SOCIAL RESPONSIBILITY

Empowering Progress

We strive to contribute to the UN's Sustainable Development Goals (SDGs) every single day in our work. Specifically, joint efforts with our partners are oriented towards ending poverty, contributing to prosperity, and ensuring a safe and equal environment for everyone. We stay committed to the principle that an action in one area affects others, and we take conscious steps accordingly to achieve a balance of economic, environmental, and economic sustainability. To address relevant and emerging issues, we are constantly broadening our corporate responsibility.

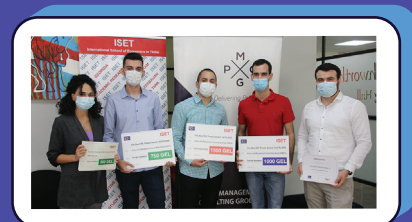
PMCG will only continue to be a successful company delivering tangible results to countries in transition, if we continue being an attractive platform for talented and motivated professionals who aspire to support our beneficiaries with their knowledge and skills, to realize their own interests, and to further develop. Therefore, the cornerstones of doing business in a responsible manner for us are our values, our actions, and the people who work with us.

"As part of providing an equal working environment for all staff, we ensure equal development opportunities through the PMCG Personal Development Program. This initiative allows our team members and their mentors to exchange knowledge, aspirations, and perspectives about further development," Mariam Gogoladze, HR Manager at PMCG.

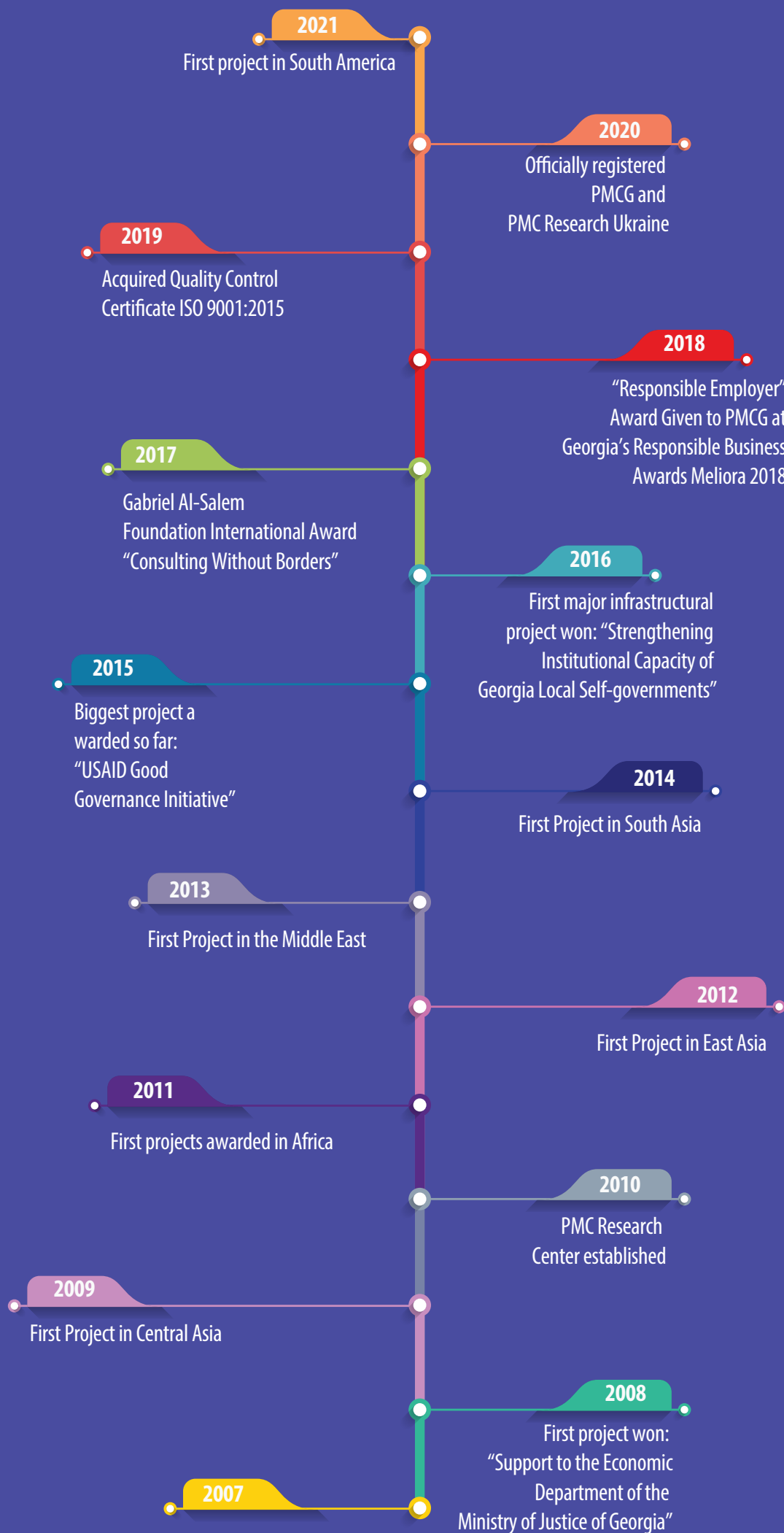
The program was launched five years ago, allowing team members to fulfill their personal development objectives in line with our goals, and to engage in training sessions, workshops, seminars, and other professional activities with our support.

At the same time, we run a scholarship program to empower youth and contribute to making education more affordable to those who strive for it. Since 2015, we have provided financial support to students on master's programs at leading universities. In this regard, students are identified based on several criteria, including academic performance, their motivation letter, and their financial situation. Thus, the most motivated and dedicated students at our partner universities are selected.





PMCG'S MILESTONES 2021





GEORGIA OFFICE

61 AGHMASHENEBELI AVENUE,
4TH FLOOR

TBILISI 0102, GEORGIA



TEL: +(995) 32 2 921 171



USA OFFICE

1725 I STREET, N.W. SUITE 300

WASHINGTON, DC 20006



TEL: +1 (202) 640 5441



UKRAINE OFFICE

1/4 LESI UKRAINKY BLVD, OFFICE 18-B,
KYIV, 01133, UKRAINE



TEL: +38 (097) 0998337



OFFICE@PMCGINTERNATIONAL.COM



WWW.PMCG-I.COM