


Action Reflection Note (UNDP Georgia)	
	<p>Programme Officer: Mr. Gigi Bregadze, Programme Officer</p> <p>Author of ARN: Ms. Manana Salukvadze, Projects' Executive Coordinator</p> <p>Title of Projects:</p> <ol style="list-style-type: none"> 1. 00012699 "Modernization of Financial System of Georgia: Phase I" 2. 00041630 "Modernization of Financial System of Georgia: Phase II"; 3. 00012708 "Support for Democratic Governance in the Imereti Region of Georgia", 4. 00036279 "Strengthening Effectiveness and Transparency of the Parliament and Government of Georgia" 5. 00040297 "Strengthening Institutional Performance and Capacity for Public Sector Control", 6. 00041623 "Capacity Development of the Ministry of Justice in Georgia – Civil Registry Reform".
	<p>Total budget for projects:</p> <ol style="list-style-type: none"> 1. USD 1,307,125 2. USD 900,000 3. USD 875,000 4. USD 1,484,700 5. USD 734,112 6. USD 529,412
	<p>UNDP Contribution:</p> <ol style="list-style-type: none"> 1. - 2. - 3. USD 181,000 4. USD 416,940 5. USD 150,000 6. -
	<p>Timeframe of initiative</p> <ol style="list-style-type: none"> 1. September 2001 – December 2004 2. June 2005 – May 2007
	<p>Start date:</p> <ol style="list-style-type: none"> 3. May 2002 – December 2005
	<p>End date:</p> <ol style="list-style-type: none"> 4. June 2004- May 2007 5. November 2004 – November 2006 6. February – August 2005
<p>Introduction:</p>	<p>Modernization of public administration system through ensuring decentralization of power, transparency of governance and ICT is a cornerstone of sustainable democracy in Georgia. In the CCF, UNDP commits itself to a new capacity building for central, regional and local administrations, decentralization, access to information, modernization of public administration procedures, building of an accountable public sector through policy advice, advocacy of sustainable human development and ICTD. The Projects, related to the central Government are presented as a component of the reformation of the Georgian state governance system. The Imereti regional development initiative concurrently serves as a pilot and model example of rationalization of the regional and local government; and will promote democratic governance at the regional level and may be replicated in other regions of Georgia and other countries of the South Caucasus.</p>
<p>Objectives:</p>	<p>To ensure modernization, transparency, democratization and involvement of civil society in decision-making through introduction of recent achievements in public administration and ICTs. The projects aim at a qualitative improvement of efficiency of the central and regional public administration system in Georgia through rationalization of its administrative and institutional arrangements and introduction of effective methods, procedures and ICTs used in the process of analysis, programming and administration of intra and inter-institutional relations.</p>
<p>Analysis:</p>	<p>A. It is a priority issue to set up a flexible and effective system for ensuring sustainability and further development of ICTD tools and innovations. Changes of top officials or ordinary public servants should not pose any threat to the sustainability and development of already</p>

	<p>implemented and officialized innovations. This achieved in the Ministry of Finance, Chamber of Control, and Parliament and in Imereti Region through creation of new staff divisions/units and Training Centres established on the initiative and with the support of the projects, which are able to ensure systematization of all innovations, relevant software packages and regular training.</p> <p>B. The development of human resources, including the training of local personnel for maintaining the sustainability and development of already implemented innovations, hardware and software are of vital importance for projects in general.</p> <p>C. The basic goals, priorities and concrete arrangements of the projects were originally determined, agreed by the Government of Georgia and UNDP and legalized. At the same time, the projects implementation is an active process, all the more so when the case involves the modernization of public (regional) management and information systems and when it happens in the country, such as Georgia, being in the process of transition in terms of political and economic life.</p> <p>D. The Imereti regional development project, with the great effort of its NPD – Imereti Governor, managed to obtain the official consent of the former President of Georgia to turn Imereti Region (province) into the experimental center for regional building of the country, regional management democratization and development and the best example of reform implementation - the pilot region of introduction and development of regional management innovations;</p> <p>E. The projects' working groups take an active part in the process of formation of assessment criteria for personnel management. The projects used to prepare the methodology determining complex assessment criteria for selection of senior management personnel. This methodology became one of the real instruments for public and open selection of personnel. Such selection of management officials was considered as an important measure for fighting against corruption.</p> <p>F. The overall implementation of all these projects is carried out by the UNDP CO National Consultant's Team in coordination with the leadership of each institution/region. As part of its strategy, UNDP draws heavily on the experience acquired by/through this Team during 8 years in a variety of Good Governance/IT projects. All these projects were built on the same methodological principles of good governance, promoting transparency, accountability and modern public management. Modern MIS and ICTs, utilized in each project, ensure the rationalization of the policy development, planning, management, decision-making, monitoring and control procedures, as well as transparency of these processes, human resources development and increase of relevant capacities.</p>
<p>Lessons Learned:</p>	<p>a) It is necessary to have or specifically create an adequate bills, laws and decrees that will ensure the implementation, adaptation and officialization of innovations, establish new working rules, methods and style. In this respect, the projects gained very essential and positive experience in terms of practical cooperation with the leaderships of the Ministry of Finance, Ministry of Justice, Parliament, Chamber of Control and Regional and District Administrations resulting in issuance of special decrees and orders;</p> <p>b) For introduction of innovations, it is also necessary to pay special attention to the political will and adherence of key persons, as well as the responsibility, stimulation and motivation of executive public officials. At the same time, innovations should be incorporated in relevant job descriptions, job specifications and performance evaluations. Special attention should be paid to the certification of officials. Otherwise there is a high probability of gradual loss of the innovations after a certain period of time. In general, it is considered necessary that a beneficiary clearly and unequivocally confirm, at the time of signing of project document, the strong guarantees of introduction, sustainability and development of mutually agreed innovations;</p> <p>c) While preparing a project document it is necessary to pay close attention to the in-depth analysis of completed, on-going or pipe-line donor-funded projects, especially to their basic directions, conceptual-methodological approaches, as well as to offered, introduced and possible recommendations. This should prevent duplication of activities and any inconsistencies of methodological-practical approaches, including in ICT field. For the same purpose, special attention should be paid to the activity of public institution itself</p>

	<p>in the field related to the project, as well as to coordinated, mutually agreed, transparent implementation and cooperation with other projects;</p> <ul style="list-style-type: none">d) Creation of professional team of local consultants and assistants on a competition basis should be considered as one of the priorities for successful implementation of projects, as well as for sustainability and further development of innovations. The UNDP CO Georgia projects provided a clear and very positive example of the foregoing;e) It must be necessarily taken into account that adequate training of officials and support to creation of modern training system in the given institution or region should be one of the priorities of the projects to be implemented in any field of public service. This is one of the weak points of public management even in the central government bodies, as to the regions, there is absolute vacuum in this respect. Under the UNDP projects there are established and developed Training Centers at the the Minsitry of Finance, Ministry of Justice, Parliament, Chamber of Control and also Imereti Regional Training Center. Establishment of this kind of training centers as well as organization and delivery of the training cycles by the project are very positive and exemplary results. It is noteworthy that for the absolute majority of public servants of local self-government and administration and village assemblies of Imereti Region, the training organized by the projects was the first training in their life;f) Georgian national professionals, widly involved in UNDP e-Governance projects, created "Civil Servants' Library" composed of tens of manuals, user guides, teaching aids, dictionaries and brocures in Georgian language (native) in accordance with the Georgian legislation and public management practices; All theses aditions have been prepared and published by UNDP.g) National projects' experts developed and implemented MIS - special Georgian language software packages in tens of state institutions.h) Contracts with subcontractors (mainly with infrastructure building, procurement of hardware and software and other goods) should be more accurate and controllable with clearly identified responsibilities;i) And ultimately, as the projects cover a wide spectrum of issues related to management, administration and ICTs, it contributed significantly towards positive changes in mentality, professionalism, working culture and responsibility of thousands of public servants. It influenced their ethics and behavior as evidenced by a number of available examples.
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