­­­­­

­­­

**Action Plan of the Supreme Council of the Autonomous Republic of Ajara**

 **2021-2024**

|  |
| --- |
| Objective: ***Increase the efficiency of the legislative process*** |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 1.1:** Set priorities by the sectoral committees in the relevant direction every year and develop action plans with clearly defined evaluation mechanisms |
| 1.1.1 | Hold periodic meetings and consultations of the Sectoral Committees with the representatives of the executive branch to determine the legislative needs | Investigate and analyze country and regional priorities in sectoral committees through close communication and coordination with the executive branch.Also, identify and prioritize legislative initiatives that align with regional and national policy objectives. This activity is carried out in accordance with the deadlines specified in the action plans of the Committee | From 2022 before the start of the annual spring session | **The person responsible for implementation:** Heads of Sectoral Committees**Person in charge of monitoring the process:** Chief of staff | At least one meeting of each sectoral committee with the relevant executive | Meeting minutes, Updated action plans of sectoral committees | **Risk 1:** Restriction of meetings due to aggravation of the epidemiological situation**Mitigation:** Use of remote communication tools**Risk 2:** inactivity of committee members**Mitigation:** Active involvement of the Chairperson of the committee and monitoring of the process |
| 1.1.2 | Develop and implement practices for coordinated work with the executive in the process of drafting legislative initiatives | The law on the executive branch has been amended to reflect on new initiatives, discuss and reflect action plans | January-December 2022 | Chairperson of the Council | Prepared coordination mechanisms and formatMechanism prescribed by law | Meeting minutes,Legislation,Package of amendments to the Law of the Autonomous Republic of Ajara on the powers and rules of operation of the government structure | **Risk:** Difficulties related to the amendment of the Constitution of Ajara**Mitigation:** Advocate with Parliament for change |
| 1.1.3 | Hold meetings and consultations with stakeholders in the field, to determine legislative priorities | Sectoral priorities are set with the active involvement of sector representatives and industry experts. This practice increases stakeholder participation in the legislative process, facilitates the identification of customized initiatives, and enhances confidence in the Council's work | From 2022 before the start of the annual spring session | Chief of staff of sectoral committees | At least 1 meeting of the sectoral committee with the representatives of the field. | Meeting minutes, listing meeting participants and describing the discussed  | **Risk 1:** Restriction of meetings due to aggravation of the epidemiological situation**Mitigation:** Use Remote Communication Tools**Risk 2:** Passivity of committee members**Mitigation:** Active involvement of the committee Chairperson and monitoring of the process |
| 1.1.4 | Conduct meetings with civil society representatives to identify sectoral needs and priorities. | Identify important issues in communicating with civil society and set priorities for developing a needs-based legislative initiative. | Annually during the Spring Session | Sectoral Committee members | At least 1 meeting of each sectoral committee with civil society | Meeting minutes, listing meeting participants and describing the discussed | **Risk 1:** Restriction of meetings due to aggravation of the epidemiological situation**Mitigation:** Use Remote Communication Tools**Risk 2:** Passivity of committee members**Mitigation:** Active involvement of the committee Chairperson and monitoring of the process |
| 1.1.5 | Create and present a Civil Society feedback report template  | Develop a feedback report template and introduce it to relevant staff members responsible for the preparation of the report | October 2021 | **The person responsible for implementation:** Chief of staff of Sectoral Committees**Person in charge of monitoring the process:** Chief of staff | Created documentDesignated staff from sectoral committees  | Report templateMinutes of the introductory meeting / attendance sheet | **Risk:** Insufficient internal competencies for creating and implementing a report template**Mitigation:** Use of external resources, including donor programs |
| 1.1.6 | Prepare feedback report for civil society in accordance with the template | Prepare a feedback report after the interaction with the civil society, which will present the issues raised at the meetings and the steps taken to resolve them | Annually during the Spring Session | Chief of staff of sectoral committees | At least 1 report from each sectoral committee | Published report | **Risk:** Passivity of sectoral committees and delayed communication **Mitigation:** Active involvement of Chief of staff in the process and proper time management |
| 1.1.7 | Coordinate meeting of committees to identify needs in relevant areas and set priorities | Holding a joint coordination meeting of the committees after consultation with the population, the executive branch and experts in the field. Discussion of identified needs and prioritization of legislative projects according to them | Annually during the Spring Session | Chief of Committee staff on constitutional,Legal and Procedural Issues | At least 1 coordination meeting of sectoral committees | Meeting minutes, listing meeting participants and describing the discussed | **Risk 1:** Restriction of meetings due to aggravation of the epidemiological situation**Mitigation:** Use Remote Communication Tools**Risk 2:** Passivity of committee members**Mitigation:** Active involvement of the committee Chairperson and monitoring of the process |
| 1.1.8 | Update 2022 Action Plans of Sectoral Committees in accordance with the Institutional Development Strategy of SCA | After the approval of the Institutional Strategy of the Council, each Committee is informed of the Strategic Goals, Objectives and the Action Plan. Committee action plans are updated according to priorities and topics of institutional development strategy of SCA | January 2022 | **The person responsible for implementation:** Chairpersons of Sectoral Committees**Person in charge of monitoring the process:** Chief of Staff | Updated Documents of 6 Sectoral Committee Action Plans | The document reflects the relevant components of the Institutional Strategy related to Sectoral Committees | **Risk:** Sectoral committees may not correctly / fully identify the components of the strategy relevant to the committee's activities.**Mitigation**: Familiarize sectoral committees and Apparatus with an institutional strategy and action plan |
| 1.1.9 | Update and approve the action plans of the sectoral committees annually | Update the action plans of the sectoral committees annually in accordance with the results of the implemented work in the previous year, the current challenges and the institutional development strategy of the Council. | Annually, no later than two weeks after the opening of the spring session | Chairpersons of Sectoral Committees | 6 Approved Action Plans | Committee Meeting Minute | **Risk:** Insufficient internal resources to develop action plans**Mitigation:** Strengthen competencies with the help of donors |
| 1.1.10 | Prepare a report on the implementation of the action plans of the sectoral committees in accordance with the pre-defined evaluation indicators | Prepare an annual report on the activities of the Supreme Council in accordance with a pre-defined template. The report reflects the activities and results implemented by the committees according to the action plans. The focus is on existing obstacles and unfulfilled measures. Ways to implement them and reduce risks are presented. | 2022 - 2024 January-March | Chief of staff of sectoral committees | 6 Action Plans Implementation Report | All sectoral committees create and publish a written report outlining performance in accordance with the activities outlined in the action plan. | **Risk:** The heterogeneous format of the evaluation document, which complicates the process of document perception and analysis.**Mitigation:** Develop and familiarize staff with the overall action plan report template; Training of committee members to properly identify monitoring and evaluation indicators |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 1.2:** Establish a research unit under the Apparatus, which determines the research standard and methodology according to the needs of legislative activities |
| 1.2.1 | Establish an independent research structural unit within the Council Apparatus | Review the existing structure of the Council and determine the form and mandate of the new structural unit | January 2023 | **Person responsible for implementation:** Head of Legal andHuman Resources ManagementDepartment**Person in charge of monitoring the process:** Chief of Staff | New structural unit | Order of the Chairperson | **Risk 1:** Failure to reach internal consensus regarding increasing staff members**Mitigation**: Substantiate the need**Risk 2:** Misrepresentation of information related to the establishment of a new structural unit to stakeholders in order to damage the reputation of the Council**Mitigation:** Clear and argument-based communication with stakeholders |
| 1.2.2 | Create job descriptions and requirements for the research unit and its staff | Creating a detailed job description that will clearly define the rights and responsibilities of employees, required skills and competencies.If necessary, consult and exchange experience with the LEPL - Research Center of the Parliament of Georgia | February – April 2023 | Head of Legal andHuman ResourcesManagementDepartment | Job Description  | A written document outlining employee qualification and skills requirements  | **Risk**: Job descriptions inconsistent with the existing staff shortage and budget funds.Mitigation: Defined only by key skills and competencies; It is possible to add joint employees to a one-time contract |
| 1.2.3 | Announce a competition and staff recruitment | In accordance with the Civil Service Law, a competition is announced for the recruitment of staff. The best candidates are selected and labor contracts are signed. | February – April 2023 | Head of Legal andHuman ResourcesManagementDepartment | Number of new employees provided in the staff plan | Contracts signed / Order of the Chairperson | **Risk 1**: Staff shortage**Mitigation**: Select the best candidate according to key competencies.**Risk 2:** nontransparent selection system**Mitigation** inclusion of independent members in the selection committee Publication of results |
| 1.2.4 | Develop approaches and methodological framework of research unit | Sharing best practices of methodological documents obtained in close relations with the Research Center of the Parliament of Georgia and other partners, developing research approaches and methodological framework. | April – August 2023 | Head of Legal andHuman ResourcesManagementDepartment | Document of research approaches and framework | Approved regulations;Methodological manuals; Guidelines | **Risk:** The experience of the Parliamentary Research Center of Georgia may not accurately reflect the needs of the Supreme Council**Mitigation:** Desk research of other similar methodological documents, analysis of council needs and creation of custom methodological document based on it. |
| 1.2.5 | Create a database of industry experts | Identify industry experts and create a database listing contact information and areas of competence, as well as possible sources for finding experts and ways to identify contacts. | April - July 2023 | Head of Legal andHuman ResourcesManagementDepartment | Expert identification and recruitment policy document | Approved policy | The activity does not include significant risks |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 1.3:** Increase the efficiency of the legislative process by using the existing mechanisms of citizen engagement and facilitating collaborative work between the sectoral committees. |
| 1.3.1 | Defining the rules for staffing the Advisory Council with the committees | The rule takes into account the interests of the parties, defines the rights and responsibilities of the members | September-December 2021 | Chief of the staff of Committees  | Written staffing rule | Statute of the Advisory Board | **Risk:** Inactivity of members in Advisory boards.**Mitigation:** Include interested industry experts and civil society organizations in the staffing process |
| 1.3.2 | Establishment of the Advisory Council in accordance with the approved rule | Establishment and staffing of advisory councils in sectoral committees | December 2021 | Chief of the staff of Committees  | Updated composition of Advisory Council | Database of persons involved in the Council | **Risk:** Low motivation to join the Advisory Board**Mitigation:** Reflection of an effective mechanisms in the Statute for engagement and decision-making/implementation of developed recommendations |
| 1.3.3 | Conducting a joint coordination meeting of the committees | Organize mandatory quarterly internal meetings to develop legislative initiatives and Outcomes / recommendations | At least 1 joint meeting per quarter | Chief of Staff | At least 1 session held | Meeting minutes | **Risk:** Passivity of committee members.**Mitigation:** Active involvement of committee staff |
| 1.3.4 | Use of digital technologies in the process of developing new legislative initiatives | Use of a technologically secure digital space (e.g., Google Workspace) where designated individuals will be able to remotely access and update work documents, schedule meetings, and collaborate on relevant tasks | 1st quarter of 2024 | Chief of Staff | The Digital space on the server and uploaded documents | Technical assignment | **Risk:** Insufficient internal resources and equipment to implement similar technology.**Mitigation:** Attraction of external resources |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 1.4: S**trengthen the field expertise of members and staff of the Council, including gender issues, for the effective implementation of the legislative process. |
| 1.4.1 | Assess the needs and competencies of the sectoral committees in the legislative context | Qualification screening in the sectoral committees and identification of needs to prepare a human resource training and development plan in the sectoral context | 2021 October-DecemberAnnually after 2022 | Head of Legal andHuman ResourcesManagementDepartment | Needs are identified and methods for improving competencies are determined | Internal Needs Assessment Document | **Risk:** Lack of internal resources to conduct in-depth needs analysis**Mitigation:** Training of staff of the committees to conduct organizational needs assessment  |
| 1.4.2 | Develop and implement a capacity building program for Council members and staff based on needs identified in the competency assessment | Empowering Council members and staff in sectoral areas, including gender issues. | 2022 - Second quarterEvery year after 2023 | **Person responsible for implementation:** Head of Legal andHuman ResourcesManagementDepartment**Person in charge of monitoring the process:** Chief of Staff  | 20 employees trained, Council member | List of activities carried out | **Risk:** Insufficient financial resources**Mitigation:** Allocation of funds according to identified priorities |
| 1.4.3 | Conduct impact analysis of the selected draft law in the gender dimension | Selection of relevant legislation and analysis of gender impact | September-October 2022Fourth quarter of 2023 | Chairperson of the Gender Equality Council | At least 1 pilot analysis per year in gender dimension | Research document  | **Risk:** Insufficient internal competences in the Council**Mitigation:** Staff training and standardization of gender impact analysis.Develop a mentoring program in partnership with Parliament to conduct a similar analysis |

|  |
| --- |
| ***Goal: Exercise effective supervision over the Government of the Autonomous Republic of Ajara*** |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 2.1:** Develop and implement a capacity-building program for members of the Supreme Council on oversight mechanisms and thematic issues |
| 2.1.1 | Prepare information materials for Council members on existing oversight levers and their use | Create simple and easy-to-understand information materials based on the oversight levers set out in the Statute | April-June 2023 | Chief of Staff | Working materials | Created document | **Risk:** Lack of human resources, lack of competencies**Mitigation:** attraction of external resources and strengthen internal resources |
| 2.1.2 | Assess existing oversight mechanisms and make necessary changes | Evaluate the effectiveness of oversight mechanisms and initiate necessary changes | Before the end of the 2023 Spring Session | Chairperson of SCA | Develop an evaluation report.Prepare a draft of the changes | Evaluation reportDraft changes | **Risk:** Political will**Mitigation:** Introduce the results of the analysis and make recommendations |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 2.2:** Facilitate the use of oversight mechanisms in thecommittees |
| 2.2.1 | Mandatory use of at least 2 supervisory levers per year by the sectoral committees | Selection and use of oversight levers as defined by the Committees | Annually since 2022 | Committee Chairperson | Use at least 2 oversight levers per year in each committee | Report on the implementation of the Committee Action Plan | **Risk 1:** Protest by Council members about the introduction of a similar mechanismMitigation: Find examples from international practice; Proper communication and outlining the importance of a similar mechanism |
| 2.2.2 | Processing the reports of the institutions subordinated to the ministries | Request the provision of extended reports from the Ministry, incorporating the information on sub-agencies. Analysis of provided information and data related to Sub-agencies. | 3rd quarter of 2022 | Head of the Committee of Financial-Budgetary and Economic Affairs | Processed data of sub-institutions | Reports of the Ministry | **Risk 1:** Improper performance of the obligation by the executive body**Mitigation:** Active communication and coordination.**Risk 2:** Difficulty in making relevant changes to the Rules of Procedure of the Supreme Council (insufficient support, political resistance of the executive)**Mitigation:** Justify the need and highlight the positive impact |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 2.3:**  Put emphasis on the analysis of program implementation and results in the budget supervision part of Council’s activity, including the analysis of the gender dimension. |
| 2.3.1 | Increase employee awareness on gender budgeting approaches | Research of existing best practices and elaboration of custom training materials suited for Council’s needs. | 3rd quarter of 2022 | Head of the Gender Equality Council | Gender Budgeting, Development Guide | Gender Budgeting ManualList of training attendeespre- and post-assessment questionnaires of attendees | **Risk:** Prolonging the process of forming and staffing a structural unit.**Mitigation:** Find external resources through donor involvement |
| 2.3.2 | Program budget analysis in the gender dimension | Evaluation of program budgets in the gender dimension as part of the supervisory function activity. | 4th quarter of 2022 | **Person responsible for implementation:** Chief of Staff of the Committee on Financial-Budgetary and Economic Affairs**Person in charge of monitoring the process** Head of the Gender Equality Council | Program budget evaluation | Program budget evaluation report in gender dimension | **Risk:** Lack of experience in conducting similar research.**Mitigation:** Coordination with relevant parliamentary units and acquaintance with the methodological framework; Donor support to create a gender research direction |
| 2.3.3 | Strengthen coordination with the Government of Ajara in the process of developing a program budget to identify performance-based indicators and provide narrative information | Prior to the budget process, obtain detailed information (objectives, indicators, planned activities, etc.) on the priorities, main directions and relevant budget funds of ministries and sub-institutions (LEPLs, NNLEs) and discuss them using interactive mechanisms of civic engagement | 2023 spring session | Chief of staff of the Committee on Financial-Budgetary and Economic Affairs | Program Budget Performance Evaluation Document | Published / publicly available program budget document | **Risk:** Insufficient involvement of the executive branch to fulfill the activity**Mitigation:** Active communication and coordination with the executive branch. Mutual Donor-funded Capacity development activity involving the Council and the Executive branch to develop results-based policies and identify relevant performance indicators |
| 2.3.4 | Ensure the monitoring of audit findings in accordance with the competencies of the sectoral committees and activate relevant supervisory mechanisms | Analyze audit findings and, if necessary, use appropriate oversight mechanisms | Quarterly meeting starting from 2022 | Heads of staff of the Committees | Audit Report Analysis Document / Committee Hearing Held / Questions of the Council members | Reports of the Committee and /or Members | The activity is not accompanied by significant risk |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 2.4:** Stimulatecivic engagement mechanisms in supervisory activities, including the Minister’s Hour and Questions of the Deputies |
| 2.4.1 | Publicize the main discussion topics/questions for Minister’s hour, 20 days prior to Minister’s hour, to engage civil society and receive feedback.  | Publicize issues and questions prepared by the Council prior to the Minister’s Hour and disseminate information within civil society | 1st quarter of 2023 | Head of PublicRelationshipAnd protocolDepartment | At least 4 published documents | Materials published on the website | **Risk 1**: No active involvement of civil society actors.**Mitigation**: Ensure quality communication through a variety of communication channels |
| 2.4.2 | Send topics/questions provided by the civil society to the Ministry no later than 10 days before the Minister's hour. | Sending questions / topics received from civil society to the Ministry | 1st quarter of 2023 | Chief of staff of the relevant Committees | Information provided | Correspondence sent to the Ministry | The activity is not accompanied by significant risk |

|  |
| --- |
| Objective: S***trengthening the organizational system*** |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 3.1:**  Assess the functions and roles of the Council and adapt to the needs of the strategy |
| 3.1.1 | Strengthen the human resource management unit and establish a separate unit | Separate Human Resources Management Unit from the Legal and Human Resources Management Department and perform training of personnel. Establishment of the independent unit working with modern approaches, attracting competencies, both inside and outside the region (headhunting), continuous assessment and development of competencies and needs, professional training and motivation of employees. | December 2022 | Chief of Staff | The independent structural unit is created with a clearly defined function and responsibilities, which is also reflected in the Statute of the Council staff | Order of the Chairperson  | **Risk 1**: Insufficient internal resources to create a separate unit**Mitigation:** Rearrangement of structural units and redistribution of roles tailored to competencies.**Risk 2**: Insufficient internal human resources.**Mitigation:** Development of an internship program for graduate students and their involvement in the process of human resource management system set-up. |
| 3.1.2 | Functional analysis of structural units in the Council and identification of roles | Examine existing legal document and job descriptions. Including the evaluation of temporary staff and the decision to convert them to permanent staff | March-April 2023 | Head of Legal andHuman ResourcesManagementDepartment | Internal organizational research | Organizational research document;Updated job descriptions | **Risk**: Distrust of employees towards evaluation process.**Mitigation:** Proper communication from Council’s leadership and stressing the importance of the process. |
| 3.1.3 | Make changes to structural units according to identified functions and roles | Identify new structural units and staffing plan and / or revise / update existing structural unit Statutes | July - August 2023 | Chief of Staff | Renewed structure | Order of the Chairperson | **Risk**: Distrust of employees towards evaluation process.**Mitigation:** Proper communication from Council’s leadership and stressing the importance of the process. |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 3.2:**  Description and optimization of strategically important internal organizational processes |
| 3.2.1 | Identify key processes | Identify administrative processes according to the Council's institutional development strategy and key functions provided by the Statute (e.g., procurement process, budgeting process, information technology provision process, etc.) | September 2022 | Head of Legal andhuman resourcesmanagementdepartment | List of key processes | Document with work methodology and identified processes | **Risk:** Insufficient internal resource**Mitigation:** Use of external resources, including donor programs. Involve interns and field specialists in the process on a temporary basis |
| 3.2.2 | Description of processes | Develop a process map that identifies the person performing the action, the systems used, and the external and internal aspects | October - November 2022 | Head of Legal andhuman resourcesmanagementdepartment | A description of at least 10 key processes | Process maps | **Risk:** Insufficient internal resources**Mitigation:** Use of external resources, including donor programs. Involve interns and field specialists in the process on a temporary basis |
| 3.2.3 | Optimization of key processes | Modify the processes described to avoid duplication of work, automate repetitive processes, and adaptation to the used software systems | December 2022 | Chief of Staff | Optimized versions of the described processes | Optimized process maps | **Risk:** Insufficient internal resource**Mitigation:** Use of external resources, including donor programs. Involve interns and field specialists in the process on a temporary basis |
| 3.2.4 | Introduction of optimized processes for relevant structural units. | Introduce the optimized processes and assign the responsible persons to each process | January 2023 | Chief of Staff | Prepare and conduct a presentation | Meeting materials | The activity is not accompanied by significant risk |
| 3.2.5 | implementation of optimized processes | Changing the sequence of activities to be performed in the optimized manner with the use of relevant computer systems / programs | February 2023 - May | Relevant departments | Resources saved as a result of process optimization | Performance report | **Risk:** Inefficient management of the implementation of the optimized process**Mitigation:** Monitoring mechanisms and identification of responsible persons |
| 3.2.6 | Monitoring of implemented optimized processes | Monitoring of implemented processes in terms of efficiency and identification of updates | June-August 2023 | Chief of Staff | Conducted monitoring | Evaluation report | **Risk:** Inadequate internal resource competencies for monitoring**Mitigation:** Involvement of external resources in the process |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 3.3:**  Introduce clear procedures for maintaining institutional memory to facilitate the storage and transfer of accumulated knowledge and information to new staff and newly convened members of the SCA |
| 3.3.1 | Develop a job transfer policy in the process of an employee change and description of the process | Transfer policy, which includes preparatory documents, deadlines, information transfer form and recipient.Establishing a smooth process that will facilitate the storage and transfer of accumulated knowledge and information to be transferred to new staff and newly invited Members of SCA | 2nd and 3rd quarters of 2022 | Head of Legal andHuman ResourcesManagementDepartment | Written policy, established process | Policy document | **Risk:** Uncoordinated work and time-consuming process**Mitigation:** Supervision by the Chief of Staff |
| 3.3.2 | Define a list of documents required by each department to create an institutional memory | Analysis of documents required to maintain institutional memory at the departmental level | 3rd quarter of 2022 | Chief of Staff | Identified documents and materials to provide institutional memory | List of documents | **Risk:** Uncoordinated work and time-consuming process**Mitigation:** Supervision by the Chief of Staff |
| 3.3.3 | Prepare an orientation program and introduce it to new Council members | Develop an introductory program for the new convening Council (create orientation documents and manuals) | 4th quarter of 2023 | **Person responsible for implementation:** Chief of staff of Committee **Person in charge of monitoring the process:** Chief of Staff | An orientation program has been developed and a responsible structural unit has been identifiedOrientation meeting held | Orientation program materialsList of attendees | **Risk:** Uncoordinated work and time-consuming process**Mitigation:** Supervision by the Chief of Staff |
| 3.3.4 | Establishment of a structural unit for international relations and donor coordination  | Establish a unit that manages and coordinates relations with local and international organizations. Establishes relationships with other external actors, including partnering with foreign institutions to strengthen cooperation and relationships | 1st quarter of 2023 | Chief of Staff  | New structural unit | Order of the Chairperson | **Risk:** Increase the budget at the expense of increasing staff**Mitigation:** Balance the required staff with internal resources |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 3.4:** Reflection of organizational systems and development costs in the annual budget |
| 3.4.1 | Estimation of budget funds for the upgrade of technical and material resources | Identify and update the technical and material resources required for the effective operation of the Council. Reflection of equipment costs in the budget | November 2021Annually, since 2022 | Chief of Staff | Funds allocated in the budget document | Approved budget for 2022 | **Risk 1:** Insufficient budget funds**Risk 2:** Political opposition to increasing budget funds**.****Mitigation:** Identify key activities and resources needed and communicate with donor organizations |
| 3.4.2 | Consider human resource development costs in the annual budget | Identify human resource development needs, identify required activities, and target costs. Including considering the costs of conducting organizational needs research training and staff training | November 2021Annually, since 2022 | Head of Legal and Human ResourcesManagementDepartment | Funds allocated in the budget document | Approved budget for 2022 | **Risk:** Insufficient budget funds**Mitigation:** Identify key activities and resources needed and communicate with donor organizations |
| 3.4.3 | Develop an employee benefits package | Develop a package of health insurance, communication and / or other benefits for employees (for the next budget year) | May 2022 | Head of Legal and Human ResourcesManagementDepartment | Funds allocated in the budget document | Approved budget for 2023 | **Risk 1:** Insufficient budget funds**Risk 2:** Political opposition to increasing budget funds**Mitigation:** Proper communication with decision-makers and stakeholders |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 3.5:** Strengthen and activate the Gender Equality Council to increase gender awareness and sensitivity |
| 3.5.1 | Assign a permanent staff in the Apparatus for gender equality issues | Appoint a permanent staff to help strengthen gender sensitivityAnd raise awareness in the Council | January 2022 | Chief of Staff | Change in staffing schedule | Order of the Chairperson | **Risk 1:** Insufficient budget funds**Risk 2:** Political opposition to increase budget funds.**Mitigation:** Allocate key resources. Communicate resources with donor organizations |
| 3.5.2 | Raise awareness on gender equality issues within Deputies and SCA staff | Increase the sensitivity of Council members and staff on gender issues in the formats of training and workshops | March-April 2022January-February 2023 | Chairperson of the Gender Equality Council | At least 2 activities in the field of capacity development | Training materials,Press releases of the event;Attendance list;Questionnaires for previous and subsequent evaluation of attendee activities | **Risk:** Insufficient internal resource**Mitigation:** Use of external resources, including donor programs. Involve interns and field specialists in the process on a temporary basis |
| 3.5.3 | Strengthen cooperation with the Parliamentary Gender Council to enhance knowledge and experience | Active communication with the Gender Council of the Parliament, exchange of materials and information and sharing of experiences | Annually | Chairperson of the Gender Equality Council | No less than 2 communications per quarter | Meeting minutes, shared materials | **Risk:** Inability to match schedule between parties**Mitigation:** timely planning and consideration of alternative formats |
| 3.5.4 | Introduce the Gender Equality Council Action Plan for Committees and Staff  | Present an action plan to the Gender Equality Council annually | Annually | Chairperson of the Gender Equality Council | Develop an action plan document | Minutes of sessions | **Risk:** Low interest in gender issues in committees and committee staff**Mitigation:** Raise Awareness and Increase Gender Sensitivity |
| 3.5.5 | Introduce the Performance Report on the implementation of the Action Plan activities of the Gender Equality Council for the committees and staff | Submit an annual performance report to the Gender Equality Council | Annually since 2022 | Chairperson of the Gender Equality Council | Develop a performance report | Minutes of sessions | **Risk:** Low interest in committees and committee staff on gender issues**Mitigation:** Increase Gender Sensitivity |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 3.6:** Increase the sensitivity of the principles of open governance in the Supreme Council of Ajara by popularizing it with internal and external actors, incorporating it into the internal processes and putting it into practice to increase the role of transparency and accountability in this process |
| 3.6.1 | Assign a permanent staff to introduce the principles of open governance and raise awareness | Appoint a permanent staff to help increase sensitivity to the principles of open governance in the work of the Council, to put them into practice and to promote with internal and external actors | January 2022 | Chief of Staff | New structural unit | Order of the Chairperson | **Risk:** Lack of internal consensus on staff increase**Mitigation**: Justify the need for adding a staff based on the distribution of roles and functions. Clear and regular communication with internal and external actors |
| 3.6.2 | Raise the awareness of Council members and staff on the principles of open governance | Strengthen the sensitivity of Council members and staff on open governance issues through training and workshops | May-June 2022May-June 2023 | Chairperson of the Open Governance Council | At least 2 activities in the field of capacity development | Training materials,Press releases of the eventList of attendeesQuestionnaires for previous and subsequent evaluation of attendee activities | **Risk:** Insufficient internal resources**Mitigation:** Use of external resources, including donor programs. Involve interns and field specialists in the process on a temporary basis |
| 3.6.3 | Strengthen cooperation with Parliament's Open Government Council to enhance knowledge and experience | Active communication with the Open Government Council of the Parliament, exchange of materials and information and sharing of experiences | Annually | Chairperson of the Open Governance Council | No less than 2 communications per quarter | Meeting minutes, shared materials | **Risk:** Inability to match schedule between parties**Mitigation:** timely planning and consideration of alternative formats |
| 3.6.4 | Intensify cooperation with international regional institutions to share knowledge and experience | Collaborate with international institutions on open governance issues and share their practices | March-April 2022 | Chairperson of the Open Governance Council | Connect with at least 1 international institution | Meeting minutes, shared materials | **Risk:** Obtaining information irrelevant to the Council and the problem to implement it into practice**Mitigation:** Introduction of general ideas and approaches and tailoring to the needs of the Council. |
| 3.6.5 | Introduce the Open Governance Council Action Plan for Committees and Committee staff | Present an annual action plan to the Open Government Council | Annually from 2022 | Chairperson of the Open Governance Council | Develop an action plan document | Minutes of sessions | **Risk:** Less interest in committees and committee staff in open government matters**Mitigation:** Outline the importance of open government issues |
| 3.6.6 | Introduce the Performance Report on the implementation of the Action Plan activities of the Open Governance Council for the committees and committee staff | present an annual performance report to the Open Governance Council | Annually from 2022 | Chairperson of the Open Governance Council | Develop a performance report | Minutes of sessions | **Risk:** Less interest in open governance in committees and committee staff**Mitigation:** Outline the importance of open governance |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 3.7:** Improvement of internal communication and information exchange  |
| 3.7.1 | Review and strengthen the internal communication process | Define the internal communication process, where the mechanisms of information exchange are separated | 2022 February-March | Head of Legal andHuman ResourcesManagementDepartment | Internal communication process document | Approved procedure | **Risk 1**: Neglecting the internal communication process and using informal communication mechanisms**Mitigation**: Stress the importance of the issue by the Council leadership |
| 3.7.2 | Implement awareness-raising activities on the mechanisms and importance of internal communication | Conducting workshops and trainings on internal communication mechanisms and their use | April 2022 | Head of Legal andHuman ResourcesManagementDepartment | Trained staff | Training materials Attendee list Attendance activities Questionnaire for pre- and post-assessment | **Risk 1:** Low level of training attendance**Mitigation:** Monitoring attendance at meetings and trainings**Risk 2:** Low training efficiency**Mitigation:** Continuous analysis of training results through evaluation questionnaires; Provide additional materials to the participants on the issues that could not be fully mastered during the training |
| 3.7.3 | Ensure regular information exchange Active communication between employees through internal communication channels | Exchanging information with staff about Council activities, planned activities, achievements and challenges | January 2022 - Continuously | Head of Legal andHuman ResourcesManagementDepartment | Informed employee | Informational materials | **Risk:** Neglecting the internal communication process and using informal communication**Mitigation:** Stress the importance of the issue by the Council leadership |
| 3.7.4 | Introduce a system for receiving internal employee complaints | Establish a grievance, internal organizational system and whistleblower mechanism, and identify response mechanisms | 2023 1st Quarter | **Person responsible for implementation:** Legal andHuman ResourcesManagementDepartment**Person in charge of monitoring the process:** Chief of Staff | Introduced mechanism | Complaints received;Response minutes | **Risk 1:** Distrust of the system**Mitigation:** Raising awareness and showing positive attitude of leadership in the process of launching the system**Risk 2:** Insufficient internal resources to develop such mechanism**Mitigation:** Find external resources, including donor support |
| 3.7.5 | Raise staff awareness on harassment, bullying and the use of appropriate grievance redressal mechanisms | Introduce awareness-raising activities so that employees can correctly identify facts of harassment and use the complaint mechanism | Annually from the 1st quarter of 2023 | Head of Legal andHuman ResourcesManagementDepartment | No less than 1 activity per year | Training materials,Press releases of the eventList of attendeesQuestionnaires and testing of attendee activities before and after evaluation | **Risk:** Insufficient internal resources to carry out such activity**Mitigation:** Find external resources, including donor support |
| 3.7.6 | Development of intranet and mailing system | Provide technical system and raise staff awareness | 1st quarter of 2024 | Chief of Staff | Employees using intranet and individual corporate email | Introduced system | **Risk:** Insufficient internal financial and human resources**Mitigation:** Involvement of international donors or partners. |
| 3.7.7 | Define the circle of communication with designated people and communication mechanisms | Group the staff of the Council in different thematic and sectoral directions to ensure a consistent internal communication process. Providing them with relevant information through intranet and mailing system | 2nd quarter of 2024 | Head of publicRelationsAnd protocolDepartment | Internal communication process document | Approved procedure | **Risk:** Neglecting the internal communication process and using informal communication**Mitigation**: Outline the importance of the issue by the Council leadership |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Strategic Objective 3.8:** Improvement of the technical infrastructure and development of a secure internal communication network |
| 3.8.1 | Development of written internal information security procedures | Develop and approve internal security procedures in accordance with the practice of existing international and public agencies | 2022 September -December | Chief of Staff | Developed internal safety procedure document | Order of the Chairperson | **Risk:** Insufficient internal resources**Mitigation:** Involvement of international donors or partners |
| 3.8.2 | Development of technical park and software monitoring system | Assessment of software systems and technical park, determination of the existing condition and needs, on the basis of which the technical park and software systems will be updated. The system should include inspection methods, procedures and deadlines, indicating the relevant responsible persons | 2022 September-December | Chief of Staff | Established rules and procedures | Order of the Chairperson | **Risk:** Insufficient internal resources**Mitigation:** Involvement of international donors or partners |
| 3.8.3 | Raising awareness in the field of information security | Develop an information security program for Council members and staff and organize workshops that will be in line with the state-approved cyber security strategy | 2023 January-February | Chief of Staff | Implemented at least 1 activity in the field of cyber security awareness | Meeting minutes;Training materials;List of circlesQuestionnaires for previous and subsequent evaluation of attendee activities | **Risk:** Insufficient internal resources**Mitigation:** Involvement of international donors or partners |
| 3.8.4 | Establishment of a structural unit of information technologies | Establishment of a structural unit, whose functions will include the development and management of internal IT systems, as well as data protection and incident management | 2023 March-May | Chief of Staff | Establishment of a new structural unit | Order of the Chairperson | **Risk:** Lack of internal consensus on staffing**Mitigation:** justify the need for new staff on the basis of the distribution of roles and functions, strengthen existing staff and utilize internal resources |
| 3.8.5 | Development of a secure internal network | Manage access to user information and mechanisms, separate services for different types of users (employees, Members of SCA, external actors, etc.). | 2024 June-September | Chief of Staff | Coherent internal network | Network management documents | **Risk:** Insufficient internal resource**Mitigation:** Involve international donors or partners |
| 3.8.6 | Establishment of information technology management system | A system that describes user groups and their management mechanisms, existing applications, and internal network management mechanisms. | 2024 October - December | Chief of Staff | Management system | System documents | **Risk:** Insufficient internal resource**Mitigation:** Involve international donors or partners |
| 3.8.7 | Determine the technical needs, costs and annual plan of the Council by conducting a technical audit | Describe the technical infrastructure of the Council, identify needs and develop an appropriate procurement plan and budget | 2024 October - December | Head of Logistics andFinancialSecurityDepartment | Technical Update Action Plan | Technical audit document | **Risk:** Insufficient budget funds to provide technical upgrades**Mitigation:** A timely action plan; Finding external resources |