**Institutional Development Strategy and Action Plan of the Supreme Council of the Autonomous Republic of Ajara**

**2021-2024**

September, 2021

*Institutional Development Strategy and Action Plan were developed by the Supreme Council of the Autonomous Republic of Ajara in cooperation with the Consulting Company PMO and with the support of the European Union (EU) and the United Nations Development Program (UNDP). The views expressed in this document are those of its authors and do not reflect the views of the European Union (EU) and the United Nations Development Program (UNDP).*

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Introduction

The Institutional Development Strategy of the Supreme Council of Ajara (SCA) is a framework document aimed to increase the efficiency of the Council’s key activities and establishment of a strong institution.

The strategy document is accompanied by an Institutional Development Action Plan aligned with the activities of the action plans of sectoral committees and the advisory councils. Communication Strategy and Action Plan of the Supreme Council of Ajara describes the vision, goals, and objectives of internal and external communication and is an interrelated part of the Institutional Development Strategy.

This document is prepared with the support and in the framework of the European Union (EU) and the United Nations Development Program (UNDP) project - "Consolidating Parliamentary Democracy in Georgia."

Methodology

In the framework of the project of the European Union (EU) and the United Nations Development Program (UNDP) - "Consolidating Parliamentary Democracy in Georgia" - PMO provided support to the strategic planning process of the Supreme Council of the Autonomous Republic of Ajara. The documents created under this initiative will contribute to the institutional development of the Council, strengthen the strategic planning process and identify further steps.

In the timeframe of March-July 2021, consultations, seminars, workshops and in-depth interviews were conducted to achieve the project objectives; All the existing documents concerning the Council's activities were analyzed.

A total of 26 meetings were held with internal and external stakeholders of the Council. Twenty meetings were conducted in the format of in-depth interviews with internal stakeholders, including the leadership of the Council, the chairpersons of the committees, the staff of the committees, and all the departments directly involved in the institutional development process of the Supreme Council.

Meetings with external stakeholders included the Georgian Young Lawyers' Association, the International Foundation for Electoral Systems (IFES), the Institute for Development of Freedom of Information (IDFI), and the Parliament of Georgia.[[1]](#footnote-1)

In the process of deciding on the interim strategy and action plan, consultations were held with the leadership, and a 2-day staff workshop was planned. On the first day, the staff was introduced to the strategic goals of the Supreme Council of Ajara and discussed the SWOT analysis of the institution. On the second day of the seminar, the action plan components were introduced, and activities were defined based on the agreed goals and objectives. Both, focus group and brainstorming methods were used during the workshop. After the seminar, a summarizing meeting was held with the leadership of the Council, discussing the results of the workshop, the framework of the action plan, and the prioritization of main strategic tasks.

After elaboration on the final strategic document and action plan, it was presented to key stakeholders, including Committee members, staff and the leadership. The project activities were carried out in close coordination with UNDP.

As part of the desk research, existing documents and reports were reviewed, and international practices were examined to analyze the current state of the organization and the existing structure, management practices, functions, bylaws, and legal framework to formulate a strategic vision and directions, including: [[2]](#footnote-2)

1. Institutional Needs Assessment Report of the Supreme Council of Ajara;
2. Guide for the Member of the Supreme Council of Ajara;
3. Regulations and action plans of the committees of the Supreme Council of Ajara;
4. Action Plan of the Open Governance Council of the Supreme Council of Ajara for 2020-2021;
5. A draft version of the Action Plan of the Gender Equality Council of the Supreme Council of Ajara for 2021-2023;
6. Draft Strategic Development Plan of the Autonomous Republic of Ajara for 2016-2021;
7. A working version of the concept of the Citizen Engagement Center of the Supreme Council of Ajara.

About SCA

The Supreme Council of the Autonomous Republic of Ajara is the highest representative body of the Autonomous Republic, which carries out legislative activities within the powers of the Autonomous Republic, controls the Government of the region and exercises other powers defined by the legislation of Georgia and the Autonomous Republic of Ajara. The main functions of the Council are to carry out legislative and oversight activities.

The primary function of the Council is to carry out legislative and oversight activities. In particular, legislative activities include managing the legislative process and interacting with the Parliament of Georgia. Supervisory activities include control of the activities of the Government of the Autonomous Republic of Ajara, monitoring the implementation of the Republican budget planning, and effective implementation of the policies.

The Supreme Council consists of 18 Members elected by the proportional system based on universal, equal and direct suffrage by the citizens of Georgia with the right to vote registered on the territory of the Autonomous Republic of Ajara for four years by the proportional system and three Members elected by the majoritarian system. The 2020 convocation Council includes 14 members from the party - "Georgian Dream - Democratic Georgia," seven members from the election bloc - United National Movement - United Opposition "Unity is Power." The 2024 Convocation Council will be composed of 21 fully proportionally elected members.

**Bureau**

A bureau is set up to organize the work of the Supreme Council. The primary function of the Bureau is to plan and organize the activities of the Council. It consists of: the Chairperson of the Supreme Council, Deputy, and the chairpersons of the committees and factions of the Council.

**Committee**

The primary purpose of the committees is to assist the Supreme Council of Ajara in the preparation of legislative issues and implementation of decisions and the control of the activities of the Ajara Government and other bodies accountable to the Council. There are six committees in the Supreme Council:

* Agrarian and Environmental Issues Committee;
* Human Rights Issues Committee;
* Education, Science, Culture and Sports Issues Committee;
* Constitutional, Legal and Procedural Issues Committee;
* Financial-Budgetary and Economic Affairs Issues Committee;
* Health and Social Affairs Issues Committee.

The Committee of the Supreme Council of Ajara consists of at least five members representing different political groups and independent members of the Council.

**Factions**

Deputies with common political views and interests represented in the Supreme Council unite and form factions. The faction members are the representatives and implementers of the party's political agenda in the representative body of Ajara. They participate in the activities of the Council and present common opinion during the performance of the main function of the Council - the legislative role.

At least three members of the Supreme Council are required to form a faction. Members of one political party form only one faction in the Council. Deputies have the right not to join a faction. Currently, there are two factions in the Supreme Council: the Georgian Dream (14 MPs), the United National Movement (6 MPs), and one MP as an independent member.

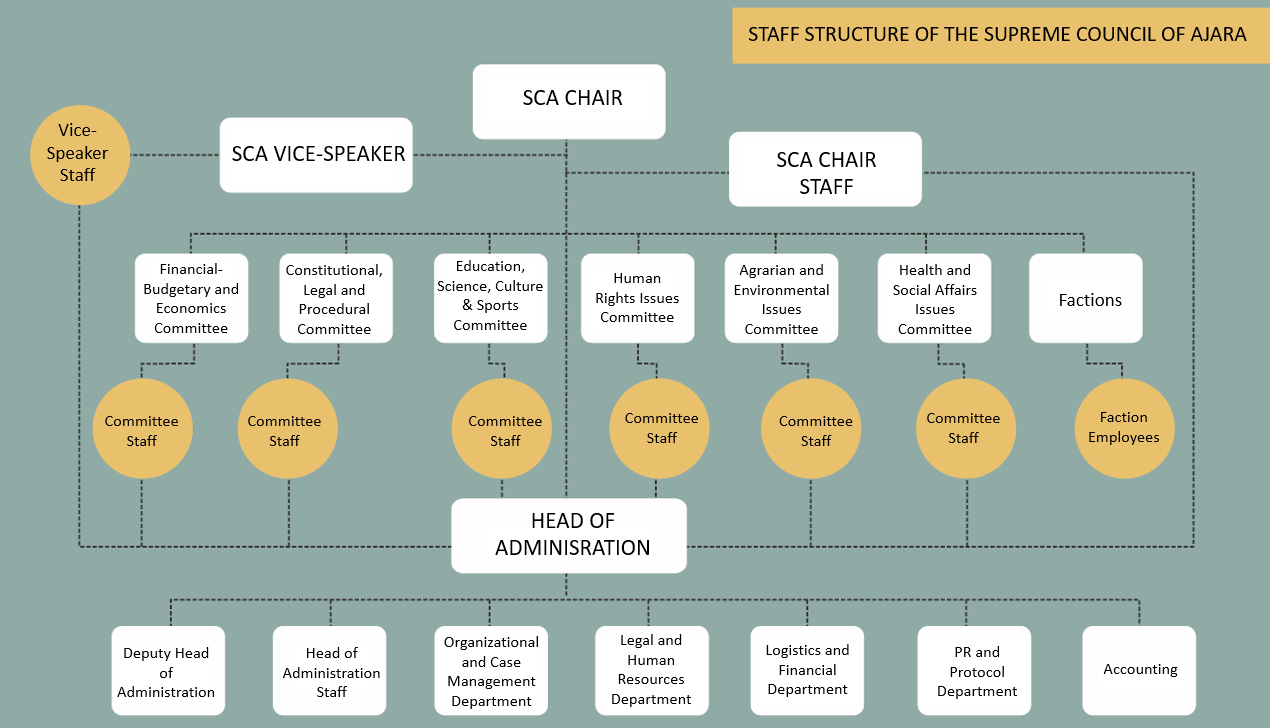
**Advisory bodies**

There are three permanent Advisory Councils in the Supreme Council of Ajara: Gender Equality, Open Governance and Treasurers. The Gender Equality Council is designed to systematically work on gender issues and to coordinate work with the Permanent Parliamentary Gender Equality Council.

The purpose of the Open Governance Council is to ensure openness, transparency, accountability, as well as systematic and coordinated work of the Supreme Council in this direction.

The purpose of the Council of Treasurers is to control the financial activities of the Supreme Council.

**Staff of the Supreme Council**

The staff of the Supreme Council provides organizational and technical support to the Council. In addition to the departments, it includes the Cabinet of the Chairperson of the Supreme Council, the Secretariat of the Deputy Chairperson and the Secretariat of the Chief of Staff of the Supreme Council, Accounting and the staff of the relevant committees. The structure of the Staff is presented in the diagram:

# Main challenges

This strategy paper includes a critical challenge analysis developed based on in-depth interviews, needs assessment report[[3]](#footnote-3) and other desk documents with the active involvement of the Council members and staff. During the preparation of the document, the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was performed, which assessed the current situation in the Supreme Council of Ajara and revealed its strengths and weaknesses. It also assessed the opportunities and threats that the Supreme Council of Ajara is facing or may face in the future.

The main challenges in the Supreme Council are divided into three parts: challenges in the implementation of legislative functions, in oversight activities, and organizational challenges.

Challenges of Legislative Activity

* **Fragmented research and analytical activities in the legislative process –** according to SCA, there are at least 20 areas where the law of the Autonomous Republic should be developed and adopted. In order to successfully implement the legislative activities, it is essential to have strong capabilities and knowledge of research as well as written and approved research methodology and standards;
* **Fragmented cooperation mechanisms with the field experts -** communication with sector experts, their involvement in the research process is important. Such practices are nonsystematic, there is also an absence of methodology on how to work with industry experts in the research process. The main problem is the low functional workload in already existing councils (consultative bodies) or the absence thereof in certain committees;
* **Heterogeneous knowledge of sectoral and functional issues of Council members -** after the allocation of newly elected Council Members to sectoral committees, their capacity is not strengthened according to thematic issues and procedures;
* **Insufficient coordination between committees -** there is no established process in the implementation of legislative activities, according to which the committees will be able to coordinate with each other and exchange information. It is important to identify and involve all relevant committees in the initiation process in order to properly plan the process of drafting documents and receiving comments on them;
* **Unsystematic coordination with the central government (Parliament)** - there is no clearly defined role/person in the Council responsible for communication/coordination with the central government.  It would help, on the one hand, to strengthen the relationship and establish effective advocacy; on the other hand, to exchange the best practices and experience from the Parliament.

Challenges of Oversight Activities

* **Improper use of oversight mechanisms**- question from the Members of the SCA, ministerial hour, interpellation, summoning government officials to the committee sitting and plenary sessions are supervisory tools that are important for the proper exercise of control within the SCA Members mandate. In order to facilitate the effective, repetitive and appropriate use of supervisory tools, need identification and awareness-raising activities should be implemented;
* **Insufficient information on the government activities** - currently, the Council is provided with fragmented information on the audit findings of the government or its sub-governmental organizations. The Council also does not have a process for reviewing audit findings and applying appropriate oversight mechanisms. It is essential that the Council has information on violations and deficiencies and analyzes them with the involvement of Ministry officials;
* **Policy planning and evaluation** of strategic activities of the Ministries are inefficient and fragmented. Assessment of the budget against the strategic directions is also problematic in practice.

Organizational Challenges

* **Fragmentation and formal nature of the human resource management system -** there is no human resource management system that combines a career development plan, motivation system and employee evaluation system. At this point, employee appraisals are more formal. Employees’ motivation and qualification enhancement are only implemented through training;
* **Incompatibility of internal processes, functions and skills -** the work is not thematically distributed among the staff members of the committees; therefore, the burden mainly falls on the chief of the staff of committee;
* **Weak competencies of the employees** - the staff of the committees and the departments do not have sufficient skills related to their work. Lack of research skills poses a problem for both legislative and supervisory activities. Also, computer skills and knowledge of foreign languages ​​are rather weak;
* **Personnel shortage -** in addition to the problems within the Council, finding staff with the necessary skills and competencies in the region is also an acute issue;
* **Informal and fragmented communication and coordination between structural units –** there is an absence ofagreed upon process on how to coordinate between departments. Among other issues, meetings are planned mainly by verbal agreement. Also, if the issue is thematically related to two committees, the process is chaotic, and there is no division/redistribution of responsibilities;
* **Lack of institutional memory and knowledge transfer mechanisms -** institutional memory is not retained between convocations, which hinders the achievement of sustainable institutional goals;
* **Outdated technical infrastructure -** the technical park needs to be upgraded. Intranet needs enhancement to ensure continuous and effective communication between staff. Staff members have low awareness of cyber security issues, and protection mechanisms are lacking**;**
* **Low Gender Sensitivity –** The Council does not have assignedstaff members responsible for lobbying gender issues with the internal and external actors of the Supreme Council of Ajara;
* **Fragmentation of the introduction of open governance principles -** there is no clearly defined redistribution of functions in implementing open governance obligations. There is also less motivation for employees to take the initiative.

# SWOT Analysis

**Strengths**

* The political will of the Supreme Council leadership to strengthen the Council
* Committee practice on developing action plans
* Open Governance Council practice to develop action plan
* High degree of self-criticism and acceptance of initiatives for institutional development
* Active work for the development and strengthening of international relations

**Weaknesses**

* Lack of research and analytical capabilities
* Fragmented performance of functions assigned to the departments of the Staff
* Lack of coordination mechanisms with external actors
* Lack of competencies in the Staff of the Supreme Council
* Weak sectoral competencies
* Lack of institutional memory securing mechanisms
* Insufficient knowledge and motivation to perform legislative and supervisory functions in committees
* Low involvement and motivation of committee members in supervisory functions
* Scarce budget for organizational development and technical infrastructure
* Lack of gender sensitivity at the level of departments and committees
* Fragmented implementation of open governance principles
* Outdated technical infrastructure and faulty internal systems

**Opportunities**

* Attracting grants from state and donor organizations to establish good practices and implement organizational development activities
* Exchanging and delivery of information and experience from partner institutions
* Obtaining expert competencies from external actors
* Prioritization of the introduction of IT tools (programs, systems) in the public sector
* Using relevant public resources available at the central level (e.g., use of centralized procurement mechanism, qualification improvement in the form of training and workshops for public agencies, etc.)

**Threats**

* Improper oversight due to insufficient and delayed response by the government
* Human capital shortage in the region
* Risk of damage to the reputation of the Supreme Council through the dissemination of misinformation
* Changing the usual mode of operation amid escalating epidemic
* Risk of cyber-attack and leakage of confidential information
* Risk of re-run elections
* Change of Council leadership
* Political crisis

Development Vision of the Supreme Council of the Autonomous Republic of Ajara

Addressing the needs, demands and interests of the people of the Autonomous Republic of Ajara by establishing a strong, credible, transparent, open, efficient and sustainable institution.

Mission

Implement an effective legislative and oversight process in line with national and regional strategic goals and priorities.

Values

The activities of the Council are based on the following values:

* The supremacy of the interests of the people;
* Inclusion;
* Protection of proportional representation;
* Party plurality;
* Free and collegial discussion and resolution of issues;
* Strict observance of the legislation of Georgia and the Autonomous Republic of Ajara;
* Adherence to and respect for universally recognized principles and norms of international law;
* Openness, transparency and accessibility.

Strategic Goals of the Supreme Council of the Autonomous Republic of Ajara

Strategic goals are based on the vision and mission of the Council. Objectives, in turn, are divided into objectives, which will be accomplished through the activities envisaged in the action plan. The action plan is reviewed and updated annually. The Supreme Council of the Autonomous Republic of Ajara, in the four-year period (2021-2024), has three strategic goals, which, in turn, include 16 strategic objectives.

***Strategic Goal N1: Increased efficiency of legislative process***

The legislative process is participatory and inclusive, evidence-based and tailored to the needs and priorities of the region. As a result, necessary, fair and useful legislative framework based on the principles of equality is ensured.

1.1. **Strategic objective:** Elaboration of priorities by the sectoral committees in relevant directions every year and development of action plans with clearly defined evaluation tools.

1.2. **Strategic objective**: Establishment of research unit within the Staff, which develops the research standard and methodology according to the needs of legislative activities.

1.3. **Strategic objective:** Increasing the efficiency of legislative process by using existing mechanisms of citizen engagement and facilitating collaborative work between the sectoral committees.

1.4**. Strategic objective**: Strengthening the field expertise of the Members and staff of the Council, including on gender issues, for the effective implementation of legislative process.

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| ***Goal N1:***  ***Increased efficiency of legislative process*** | | |
| The legislative process is participatory and inclusive, evidence-based and tailored to the needs and priorities of the region. As a result, necessary, fair and useful legislative framework based on the principles of equality is ensured. | | |
| The basis of the purpose | Result | Performance indicator |
| Legislation is one of the Council’s primary and strategically essential roles, the effective implementation of which is critically important for the Council. The main obstacles in this process are:   * Fragmentation of research and analytical activities - which prevents the creation of evidence-based legislation. * Weak and uncoordinated cooperation with experts in the field - which influences the formation of a participatory and inclusive legislative process. * Heterogeneous knowledge of sectoral and procedural issues of Council Members - which prevents the creation of a legal framework tailored to the priorities of the region. * Fragmented coordination internally (between committees) and with external actors, weakening the intensity of the process. | **Council:** Is a reputable institution that fulfills one of its core competencies and adopts legislative documents tailored to the priorities and needs of the region, following the principles of equality and participation.  **Members of the SCA:** Have a good understanding of their role in initiating the bills, are actively involved in the management of the process and are aware of their responsibility for the final result.  **Staff**: Performs work in an organized and result-oriented manner. The Staff knows that its role is important and contributes to ensuring a high quality legislative process.  **Society**: Has a solid and credible lawmaking institution that addresses their needs and takes consideration of the principles of equality. | * Annual action plan based on regional and national priorities with measurable evaluation mechanisms * Streamlined research process and designated research staff with written functions and responsibilities * Elaborated coordination process between committees * Predetermined process of drafting legislative documents and receiving feedback from internal and external actors * Measurable indicator of involvement of external actors in legislative documents * Initiated bills by members of the SCA |

***Strategic Goal 2: Effective oversight of the Government of the Autonomous Republic of Ajara***

The Supreme Council of Ajara effectively performs its oversight function, is an objective, informed, consistent and result-oriented supervisory body. The Council effectively uses existing oversight mechansms to implement results-based policies following the principles of open government.

**2.1. Strategic objective:** Developing and implementing a capacity-building program for the Members of the Supreme Council on oversight mechanisms and thematic issues.

**2.2. Strategic objective:** Facilitating the use of oversight mechanisms in thecommittees.

**2.3. Strategic objective:** Putting an emphasis on the analysis of program implementation and results during the budget supervision by the Council, including the analysis of the gender dimension.

**2.4. Strategic objective:** Stimulating citizen engagement mechanisms in supervisory activities, such as the Ministerial Hour and Question from the Members of the SCA.

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| ***Goal N2:***  ***Effective oversight of the Government of the Autonomous Republic of Ajara*** | | |
| The Supreme Council of Ajara effectively performs its oversight function, is an objective, informed, consistent and result-oriented supervisory body. The Council effectively uses existing oversight mechanisms to implement results-based policies following the principles of open government. | | |
| The basis of the purpose | Result | Performance indicator |
| Oversight activities in the Supreme Council of Ajara are incomplete. In particular:   * The use of oversight mechanisms is unsystematic and inadequate. * Information on government activities is imperfect, in particular, audit findings are not analyzed and the executive's policy and strategic activities are not evaluated. | **Council:** is a reputable institution that oversees the executive through the principles of open governance. Council is consistent and informed.  **Members of the SCA:** Know and use the oversight mechanisms at their disposal. They are regularly informed about the activities of the executive branch and take responsive measures based on them.  **Society:** Has a strong institution (based on fair, transparent and accountable principles) that effectively ensures the protection of its interests by overseeing the proper performance of the executive branch. | * Frequency of use of supervisory mechanisms (through quantitative and qualitative indicators) * Written process of obtaining information * Effective leverage of citizen engagement and frequency of its application |

***Strategic goal N3: Strengthened Organizational System***

The Supreme Council of Ajara is equipped with strong organizational systems, has a streamlined structure, clearly defined organizational procedures and processes, and appropriate competencies to facilitate the Council's core functions and the creation of institutional memory.

**3.1. Strategic Objective:** Assessment of the functions and roles of the Council and adapting them to the needs of the strategy.

**3.2. Strategic Objective:** Description and optimization of strategically important internal organizational processes.

**3.3. Strategic Objective:** Introduction of clear procedures for maintaining institutional memory to facilitate the storage and transfer of knowledge and information to new staff and newly convened members of the SCA.

**3.4. Strategic objective:**Allocation of organizational systems and development costs in the annual budget.

**3.5. Strategic objective:** Strengthening and activating the Gender Equality Council to increase gender awareness and sensitivity**.**

**3.6. Strategic objective:** Increasing sensitivity of the principles of open governance in the Supreme Council of Ajara by popularizing them with internal and external actors, and by incorporating them into the internal processes and practices.

**3.7. Strategic objective:** Improvement of internal communications and information exchange.

**3.8. Strategic objective:** Improvement of technical infrastructure and development of a secure internal communication network.

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| ***Goal N3:***  ***Strengthened Organizational System*** | | |
| The Supreme Council of Ajara is equipped with strong organizational systems, has a streamlined structure, clearly defined organizational procedures and processes, and appropriate competencies to facilitate the Council's core functions and the creation of institutional memory | | |
| The basis of purpose | Result | Performance indicator |
| Challenges identified in the Supreme Council of Ajara indicate the need to strengthen the organizational system, namely:   * Inefficiency of the human resource management system * Weak and inconsistent competencies of staff * Informal and fragmented coordination and communication between structural units * Outdated technical infrastructure and faulty internal network * Lack of knowledge transfer mechanisms * Low gender sensitivity and fragmented nature of the introduction of open governance principles | **Council:** is a sustainable and effective organization based on the principles of open governance and inclusiveness. Productively uses the organization's internal and external resources, which helps to strengthen the institutional memory and the proper performance of activities.  **Staff:** has a proper structure and processes, clearly defined and redistributed functions and responsibilities; strong human resource management system and technical support, effective internal communications and coordination.  **Members of the SCA:** has a strong committee and its staff to assist in adaptation, transfer of institutional memory, and proper performance of functions and duties. | * Human resource management system (job descriptions, structure, employee evaluation and development plan) * Described and optimized strategic processes * Established process of finding external resources and defined responsible person * Procedure for storing information in the staff of the Council and the Committee * Monitoring plan for the implementation of open governance principles * Statistical data processed by gender and analysis of internal programs by gender * Updated technical infrastructure and maintained internal network |

Risks and mitigation

To successfully implement the strategy, it is important to evaluate both the direct risks associated with the implementation of the strategy and the institutional risks affecting the operation of the Council. In the action plan, risks and mitigation mechanisms are allocated for each activity.

Institutional risks

* **Human resources -** it is essential to properly assess the risks associated with human resources, particularly the lack of skills, competencies and resources needed to accomplish employees' strategic goals.

*Mitigation*: Proper redistribution of employees according to their competencies and skills. Introduction of a staff capacity development system.

* **Technical resources -** outdated technical infrastructure and cyber-attacks.

*Mitigation*: Maintenance of technical equipment and identification and mitigation of cyber security risks.

* **Financial resources** - irrational allocation of budget funds to achieve strategic goals.

*Mitigation*: Prioritize activities according to the strategy document and redistribute the budget based on it. Use existing external resources (donors, partner organizations) to replenish scarce internal resources.

Strategy implementation risks

* **Ineffective transfer of strategic goals and objectives to specific activities and development of inaccurate measurable indicators.**

*Mitigation*: Specific Action Plan, its communication and agreement with responsible and relevant agencies and all stakeholders.

* **Introduction of a strategy inconsistent with the reality** - it is possible to have inconsistent strategic document with the actual situation, creating the need to make changes according to unforeseen external factors.

*Mitigation*: To adapt the strategy to the environment it is essential to periodically review the action plan and situational analysis.

* **Unsustainable nature of implementing strategic goals** - the continuation of good practices and their maintenance in the organization depends on organizational memory, employee acceptance, and active communication with responsible persons.

*Mitigation*: Select specific individuals who are responsible for maintaining established practices, communicate the importance of change with middle- and lower-level staff.

**Political Risks**: *ad-hoc* elections, the impact of a pre-election and post-election period on processes, change of leadership and political crisis/fluctuations, impact on strategy implementation.

*Mitigation*: Activate institutional memory creation and maintenance mechanisms in permanent employees to ensure strategy execution. Identify pre- and post-election periods and avoid them in the action plan.

Strategy Implementation

The Council Staff is responsible for the implementation and coordination of the strategy. However, the active involvement and willingness of the leadership in the implementation of the strategy are crucial for underlining the importance of strategy execution for the staff. It is also necessary to involve all stakeholders (management, Council members and staff) in developing strategic goals and objectives to build an actionable and reality-based action plan. The action plan defines specific activities, deadlines for implementation, persons responsible for implementation and evaluation indicators. The risks of carrying out the activities and the ways to mitigate them are also provided.

After reviewing the strategy and action plan and agreeing on the final document, the Chairperson of the Council submits the document to the Bureau, which adopts the strategy through voting.

Responsibility for implementing the strategy is shared within the Council Staff. The Chief of Staff is responsible for monitoring the full implementation of the strategy and shares responsibility with the specific units under Staff in accordance with three strategic objectives.

The first strategic goal is the effective implementation of legislative activities. The Chief of staff of the Committee on Constitutional, Legal and Procedural Issues is responsible for implementing the tasks and activities included in this goal. The second goal is to apply the oversight function effectively and it falls within the responsibility of the Chief of staff of the Committee on Financial-Budgetary and Economic Affairs. The third goal includes organizational development issues and is the responsibility of the Head of the Organizational and Case Management Department.

Tasks broken down by purpose and action plan activities are then distributed further to other mid- or lower-level staff. The person responsible for each activity is indicated in the action plan.

Monitoring and Evaluation

For the implementation of the strategy, it is essential to have monitoring and evaluation systems. The system should be consistent and should evaluate the performance quality as well as the use of time and resources. The evaluation system should consider the adequacy of human, financial and technical resources used with respect to the volume of given work.

The primary purpose of the evaluation is constant feedback with staff and Council members and reporting to the public on ongoing processes in the Council. Those responsible for each strategic goal should make quarterly assessments on the goals and objectives set out in the strategy and the action plan and their implementation in accordance with the planned timing, quality and resources.

Analysis of results and communication of changes should be carried out with all stakeholders, or the staff and Council Members involved in the process. The action plan should be updated annually. Communication of the updated document and evaluation of the performed work should be carried out with both internal and external stakeholders (citizens and organizations).

Appendix 1: Literature Review

1. Holding, Nora. Fundamentals of the Constitution, 2017.

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2. The international idea of ​​supporting democracy in the world <https://www.idea.int/>
3. *New South Wales (NSW) Parliamentary Strategic Plan, (2019-2023)* <https://www.parliament.nsw.gov.au/about/departments/dps/Documents/Strategic%20Plan%202019-2023.PDF>
4. "*Support for Growing Parliamentary Democracy", Strategy of the House of Commons 2016-2021*  <https://www.parliament.uk/globalassets/documents/Strategy-for-the-House-of-Commons-Service-2016-2021-long-version.pdf>
5. *House of Lords, Diversity and Inclusion, Action Plan 2017-2019* <https://www.parliament.uk/contentassets/b254f5e997414c429b154e4d64c2a445/diversity20and20inclusion20action20plan202017-2019.pdf>
6. *Scottish Parliamentary Enforcement Plan, updated 2021* <https://archive2021.parliament.scot/StaffAndManagementResources/The_Scottish_Parliamentary_Delivery_Plan_March_2021.pdf>
7. *Strategic Vision for the Parliament of the 40th Convocation, Administration of the House of Commons, 2009.*

<https://www.ourcommons.ca/About/StrategicOutlook/40/HOUSEC_SO_E.pdf>

1. *Parliamentary Strategic Plan 2019 - 2024, Parliament of South Africa.*
2. <https://static.pmg.org.za/200512_6th_Parl_Strategic_Plan.pdf>

Appendix 2: List of Respondents

1. Chairperson of the Supreme Council of the Autonomous Republic of Ajara - Davit Gabaidze;
2. Head of Administration of the Supreme Council - Zura Churkveidze;
3. Deputy Chairperson of the Supreme Council - Tite Aroshidze;
4. Public Relations and Protocol Department, Head of the Department - Feride Ustiashvili;
5. Committee on Agrarian and Environmental Issues, Chairperson of the Committee - Pridon Putkaradze;
6. Committee on Agrarian and Environmental Issues, Chief of Staff - Jambul Kurtskhalidze;
7. Human Rights Committee, Chairperson of the Committee - Tsotne Ananidze;
8. Human Rights Committee, Chief of Staff - Bakur Bolkvadze;
9. Committee on Education, Science, Culture and Sports, Chairperson of the Committee - Davit Batsikadze;
10. Committee on Education, Science, Culture and Sports, Chief of Staff - Naira Abuladze
11. Committee on Constitutional, Legal and Procedural Issues, Chairperson of the Committee - Vladimer Mgaloblishvili;
12. Committee on Constitutional, Legal and Procedural Issues, Chief of Staff - Paata Keshelava;
13. Committee on Financial-Budgetary and Economic Affairs, Chairperson of the Committee - Marine Gvianidze;
14. Committee on Financial-Budgetary and Economic Affairs, Chief of Staff - Irakli Tsetskhladze;
15. Committee on Health and Social Affairs, Chairperson of the Committee - Ilia Verdzadze;
16. Committee on Health and Social Affairs, Chief of Staff - Leila Ghoghoberidze-Kekelidze;
17. Head of Organizational and Case Management Department - Giorgi Beridze;
18. Member of the Gender Council of the Supreme Council - Pati Khalvashi;
19. Institute for Development of Freedom of Information (IDFI) - Nino Shainidze;
20. Legal and Human Resources Management Department - Vazha Tsetskhladze;
21. Georgian Young Lawyers Association (GYLA) - Paata Diasamidze;
22. IFES Georgia, Operations Manager - Miranda Tkabladze;
23. Chairperson of the United National Movement Faction - Elguja Bagrationi;
24. Deputy Chairperson of the United National Movement Faction - Giorgi Kirtadze;
25. Member of the United National Movement Faction - Gia Abuladze;
26. Member of the United National Movement Faction - Levan Antadze;
27. Member of the United National Movement Faction - Medea Vasadze.

1. The list of respondents is presented in Annex 2 [↑](#footnote-ref-1)
2. A list of references is provided in Annex 1 [↑](#footnote-ref-2)
3. Institutional Needs Assessment Report of the Supreme Council of the Autonomous Republic of Ajara, July 2020. [↑](#footnote-ref-3)