

# 2022

## Annual Report 2022

**15** Years of  
Delivering  
Progress



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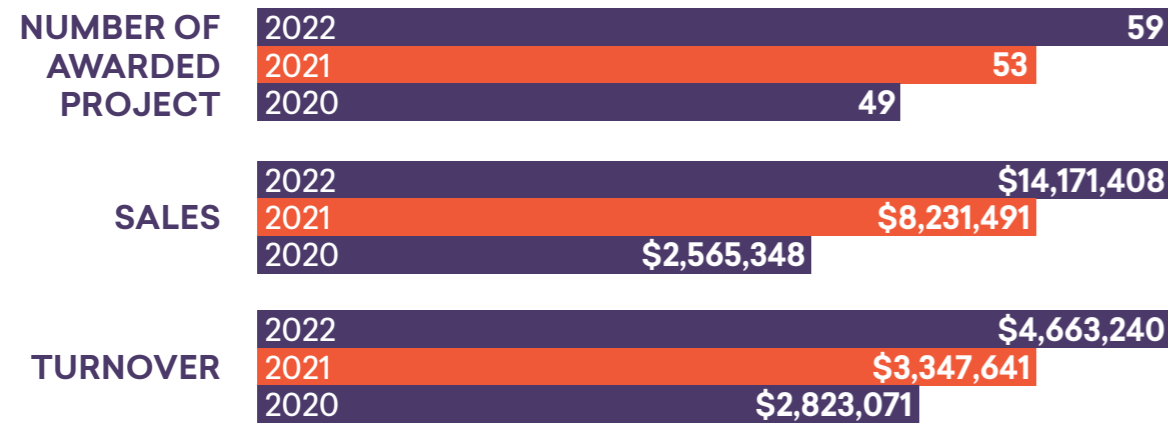
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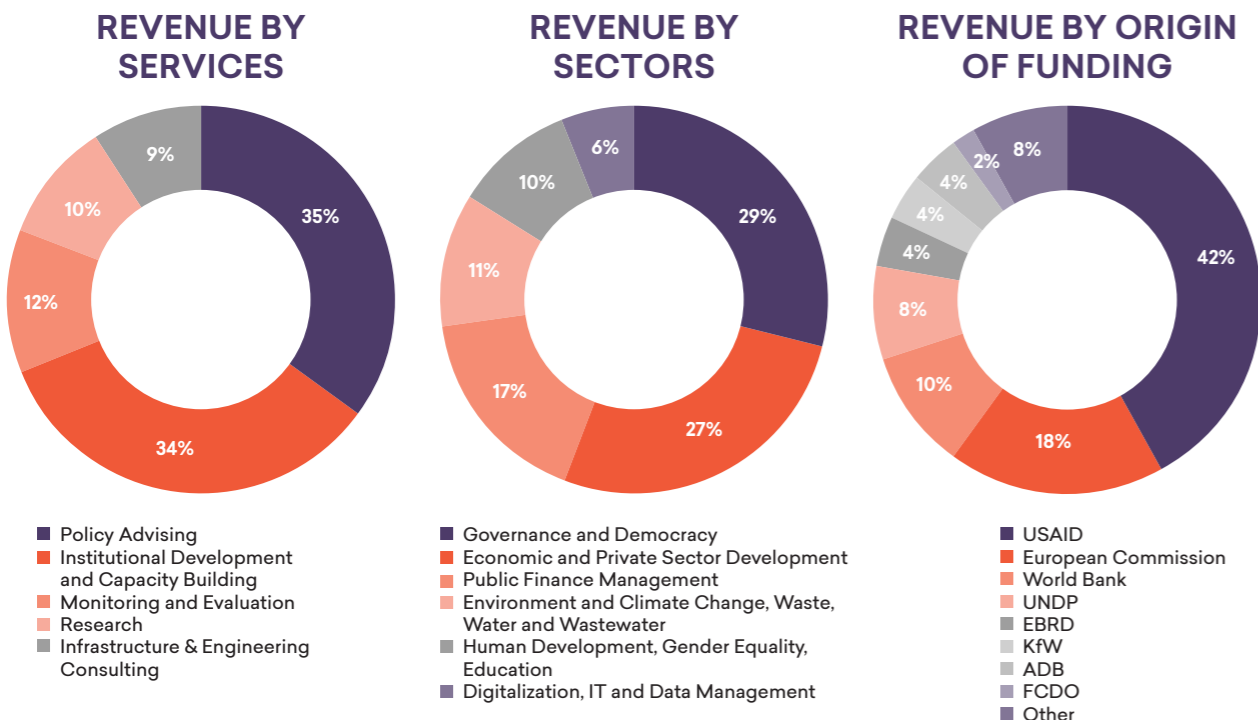
Delivering Progress

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# A WINDOW INTO PMCG'S WORLD



## PORTFOLIO (2022)



“Our history is that of a most productive partnership and counts numerous projects, including technical and advisory services, which have had an important impact on the development of Georgia and other transition economies in the Europe and Central Asia region.”

**Sebastian Molineus,**  
The World Bank Regional Director for the South Caucasus



## CHAIRMAN'S LETTER

### Building Resilience in Times of Uncertainty

The year of 2022 proved a testing one for much of the world. The war in Ukraine, the lingering effects of the COVID-19 pandemic, and inflation were among the leading challenges, which together have left global security in a vulnerable state. At such times, the value of liberty, peace, and unity becomes ever clearer.

Yet, on a positive note, **Ukraine** showed inspiring heroism and resilience throughout the year. Indeed, our office staff members and consultants in Ukraine, despite the invasion of an aggressor state threatening Ukraine's very right to exist as an independent state, demonstrated their own kind of patriotism. Amid extremely difficult circumstances, they continued to perform their duties and we are proud of the dedication they showed to their work, their professionalism, and their incredible commitment which will help to lay the foundations to build a better future for Ukraine.

Indeed, **global security** is paramount, protecting societies from insane military aggression, terrorism, natural disasters, crime (including cybercrime), and other harms. In this regard, we are especially focused on the issue of cyber-security, ranging from strengthening the cyber ecosystem in Georgia to the digitalization of critical infrastructure in North Macedonia.

The challenges outlined above have hindered **international trade**, including supply chain disruptions and increased prices for transport and logistics. Hence, we work tirelessly to enhance foreign trade and improve efficiency of new corridors to distribute goods. Here, the Middle Corridor (connecting Asia and Europe) is especially important. Certainly, we are very focused on this region as evidenced by one of our projects, strengthening the free trade agreements (FTAs) of all CAREC countries in the regions of Central Asia, South Caucasus and South Asia.

In addition, **strong institutions** are essential to creating the foundations for resilient societies and communities. Accordingly, we are engaged in many **institutional capacity-building** projects, developing, improving, and reinforcing strategies, structures, and processes. All such efforts are designed to build capacities to evolve and achieve greater productivity, and also to respond to shocks and adapt to changes as uncertainty becomes an increasingly unavoidable feature of the global landscape.

Furthermore, we are certain that effective **governance, including anti-corruption policy** can also build resilience by strengthening transparency and accountability, and promoting public trust in institutions. This, in turn, can foster more resilient societies and communities. With that in mind, we are advancing democracy, good governance, transparency, and anti-corruption in various geographical contexts, from Latin America to Asia. The policies we put together are carefully designed and ideally suited for addressing the obstacles and capitalizing on the opportunities present in the relevant countries and communities. Thus, the work we carry out has brought tangible results.

Another area in which we are engaged devotedly is **public infrastructure**, the importance of which has become particularly apparent for economic development in the wake of devastating wars and natural catastrophes. In this regard, we are implementing various projects, and providing consultancy services on pre-construction, construction, and post-construction.

Albeit events elsewhere have of course taken precedence, 2022 marked an especially important milestone for PMCG as we celebrated our 15-year anniversary, a landmark achievement for each and every member of our team, who represent the company's greatest asset. On a personal note, I am thankful that we were able to welcome so many people from different institutions to celebrate, and I am immensely grateful for their warm congratulations.

I am absolutely delighted that as we reached this milestone, it coincided with a sharp increase in sales. This confirms two things we have long believed: that the development sector has huge potential, and that we are integral contributors on this scene.

This annual report gathers together some of our best stories and records the greatest impacts we made in 2022, and I am confident you will enjoy reading it.

Looking forward, my main wish for 2023 is that Ukraine will prevail and we start to rebuild it triumphantly.

**ALEKSI ALEKSISHVILI,**  
*Chairman and CEO*

## MEET PMCG'S BOARD

The purposes of the board of PMCG are supporting the company's strategic development and innovation, exploring new business ideas, facilitating sustainable growth, providing strategic direction, and guiding quality improvement.



**ALEKSI ALEKSISHVILI,** *Chairman and CEO*

Mr. Aleksishvili is Chairman and CEO at PMCG. He served as a Minister of Economic Development of Georgia, and moved on to become Minister of Finance (MoF). He has also held the position of Chairman of the UN Commission for Sustainable Development. He holds a master's degree in International Development Policy from Duke University with a major in Public Finances and Management (USA).



**TAMAR JAPARIDZE,** *Executive Director*

Dr. Japaridze is responsible for strategic management and daily operations. She has previous management expertise in both public and private institutions, as well as international development institutions, focusing on organizational development, fundraising, quality assurance and coordination. She holds a PhD in Oriental Studies from Javakishvili State University, and a Master's degree in International Development from Western Michigan University (USA).



**ZVIAD KHAREBAVA,** *Director, Infrastructure Development*

Dr. Kharebava manages infrastructure development project portfolio, supporting partners in waste management, environment, climate change, water management and wastewater handling, energy, and transport. He has previously worked in government institutions, served as an advisor to Prime Minister of Georgia on Economic Issues. Mr. Kharebava holds a PhD in Mathematics from North Carolina State University (USA).



**GIORGI KHISHTOVANI,** *Director, Research*

Dr. Khishtovani, manages PMCG's research and analytics services. He has international experience in public, private and non-governmental organizations as a researcher, trainer, consultant and project manager within the framework of various international projects. He holds a PhD degree in Economics from the University of Bremen (Germany).



**DAVID LEZHAVA,** *Director, Public Policy Sector*

Mr. Lezhava leads and oversees a portfolio of public policy projects, collaborating with partners, clients and international development organizations. Previously he has served as a Deputy Minister of Finance of Georgia (MoF), worked with international development organizations and National Bank of Georgia. He holds a master's degree in Development Economics from Williams College (USA).



**LASHA MESKHIA,** *Director, Business Development*

Mr. Meskhia is responsible PMCG's strategic development, expansion, and identifying new markets and product opportunities. He has accumulated experience in public finance management, and institutional building and capacity development, dealing with public and private organizations. He holds a master's degree in Economics from the International School of Economics at Tbilisi State University (ISET) (Georgia).



**ZAZA BROLADZE,** *Non-Executive Director*

Mr. Broladze (PMP) joined PMCG in 2008 as a Public Sector Consulting Director and in 2012 he became Deputy CEO, coordinating policy advising, capacity building and institutional development projects at PMCG. In prior, he was a Deputy Minister of the Ministry of Defense of Georgia, and a Head of the Tax and Customs Policy Division at the Ministry of Tax Revenues of Georgia, as well as the head of the Department of Statistics (National Statistical Office) in Georgia. He holds MSc in Policy Economics from the University of Illinois (USA).



**LARRY DERSHEM,** *Practice Lead, Monitoring and Evaluation*

Mr. Dershem leads PMCG's monitoring and evaluation practice. He is experienced in the design of social and behavioral surveys, research for program development, design and oversight of program evaluations, as well as in capacity-building. Mr. Dershem held the positions of Senior Advisor in Research & Evaluation, and Design, Monitoring & Evaluation Advisor at Save the Children, and was responsible for 11 Country Offices in the Middle East and Eurasia Region. He is a member of various professional organizations, and has authored a number of books, papers, and publications.



**SHIGEO KATSU,** *Non-Executive Director*

Mr. Shigeo Katsu has three decades of experience working with the World Bank and the Asian Development Bank in Europe and Central Asia in the fields of infrastructure, trade, and transitional economies. During 2011-2012, he served as the chair of the US Board of Restless Development. He is currently the President of the Nazarbayev University in Astana.



**MAX VAN DER SLEEN,** *Non-Executive Director*

Mr. Van Der Sleen has professional consulting experience across 50 different countries in Europe, Africa, the Middle East and Asia. He served on the position of CEO and Chairman of the Board of Management at Ecorys Netherlands, where he was primarily responsible for leading the development of the company's strategy, operational performance, market renewal, and product innovation.



**IVANE TAVADZE,** *Practice Lead, Institutional Capacity Building*

Mr. Tavazde leads PMCG's work related to enhancing institutional and human capacity of various organizations. He is a Certified Performance Technologist (CPT), with more than 20 years of professional experience in capacity and institutional development, policy planning, business process analyses, monitoring and evaluation, utilizing performance measurement instruments for local and central level public agencies or nongovernmental organizations internationally.



**KENNETH S. YALOWITZ,** *Non-Executive Director*

Ambassador Yalowitz served as a US diplomat for 36 years before leading the Dickey Center for International Understanding at Dartmouth College from 2003 to 2011. He currently works as Director of the Conflict Resolution M.A. Program at Georgetown University (Washington, D.C.). Mr. Yalowitz is a Global Fellow at the Woodrow Wilson Center in Washington, D.C. and a member of the Council on Foreign Relations.

# GOVERNANCE AND DEMOCRACY

For a state to be considered developed and economically robust, it must practice good governance via competent and accountable public bodies and agencies. Nations, to accomplish this level of development, rely upon prudent public administration founded on evidence-based policy-making and a citizen-oriented civil service.

For governments, international organizations, funding institutions, and civil society organizations (CSOs), we provide support to bolster both their transparency and accountability, while heightening CSOs' involvement in the making and implementing of policy. Furthermore, we cooperate with parliaments to improve their oversight as well as to ensure that laws are made on the basis of solid evidence.

“We strive to bring tangible changes by supporting governments to strengthen their democratic institutions, governance, transparency, and protection of human rights. Moreover, we advise the public sector at state, local, and regional levels to enhance the democratic processes of governance, including by strengthening the oversight over public institutions. At the same time, we provide practical support to CSOs to enhance their capacity to engage actively in the decision-making processes.”

**Tamar Medulashvili,**  
EU Project  
Management Unit  
Director



## Enhancing the Resilience of Communities

In 2022, we, as part of a consortium led by CNFA, launched USAID's Resilient Communities Program, with the purpose of boosting the resilience of target communities in Georgia that pursue and benefit from inclusive and sustainable socio-economic development, and are capable of countering any protracted malign influences.

As part of the project, we will strengthen the resilience of up to 93 communities near the administrative boundary line and potentially other communities of the country that are vulnerable to external threats.

PMCG supports the program by contributing to the development of program strategies and approaches to working with community stakeholders. This includes assisting in the design and implementation of a market systems analysis (MSA) and other studies, the assessment of municipal strategies for community resilience, building the capacities of community-based organizations (CBOs), as well as providing project management for interventions and activities, including infrastructure investment activities.



“Civil society is the foundation of development. Civil Society Actors (CSAs) keep an eye on governments' policies and hold them accountable. CSAs deliver services, especially to the poor and disadvantaged. They protect citizen rights and enhance national cohesion.”

**Tengiz Sultanishvili,**  
CSO Development  
Consultant at PMCG

Strengthening the resilience of up to 93 communities vulnerable to external threats.

“I suppose that the program will play a significant role in building resilience against shocks, enhancing inclusion of marginalized and at-risk communities and stimulating sustainable socio-economic development of the regions along Georgia's Administrative Boundary Line.”

**Grigol Pantsulaia,**  
Project Manager at PMCG

### Our areas of democracy and governance:

- Policy development frameworks and coordination;
- Public service delivery;
- Accountability, anticorruption, and transparency;
- Public administration;
- Civil service reform;
- Strategic communication;
- Civil oversight;
- CSO development;
- Parliamentary oversight.

## North Macedonia: Advancing Democracy and Human Rights

In 2022, PMCG, as part of an international consortium led by B&S Europe, launched two separate EU-funded projects in North Macedonia, entitled “EU for Human Rights: Mainstreaming Non-discrimination Concepts in Legislation” and “EU for Freedom of Expression: Alignment of National Media Legislation with the EU Acquis and Media Standards.”

“EU for Human Rights: Mainstreaming Non-discrimination Concepts in Legislation” addresses a set of problems prevalent in countries involved in the introduction of **equal treatment standards in order to follow international obligations or alignment needs related to transnational integration processes.**

Meanwhile, “EU for Freedom of Expression: Alignment of National Media Legislation with the EU Acquis and Media Standards” aims to **engender a legal environment that promotes freedom of expression, competitiveness, and sustainability of the media market** through the harmonization of national media legislation with the Audiovisual Media Services Directive (EU)2018/1808. The project also aims to harmonize the national media legislation with the EU regulatory framework, to **promote freedom of expression and media pluralism across the whole media environment, to achieve greater competitiveness and sustainability of the media market, and to strengthen the socio-economic position and labor rights of journalists.**



“ This project will contribute to filling the gap in the media sector vis-à-vis the need for systematic reforms and ensure further alignment with European legal standards for the media. The expected impact is not only to make amendments to crucial laws relevant to the media community. It should go well beyond that. The presumption is also that mutual consultation will raise awareness about decision-making factors and other essential interlocutors. Pertinently, the freedom of expression and the independence of media, together with the economic and physical safety of journalists, are preconditions for a prosperous country. ”

**Dragan Sekulovski,**  
Consultant at PMCG

## Civic and Economic Integration

In 2022, we launched the five-year USAID Civic and Economic Integration Program, in partnership with the United Nations Association of Georgia (UNA Georgia), aiming to connect public and private sectors to address the political, social, and economic barriers hindering the integration of ethnic and religious minorities in Georgia.

As part of the project, we are providing general research, management, and market penetration support, including piloting market-based projects, continuous analysis of value chains, and proactive design of high-value economic linkages and solutions.



## Bolivia: Supporting the EU’s Engagement with Civil Societies

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

In this context, throughout 2022, we, as part of a consortium led by B&S Europe, assisted the EU in **implementing a roadmap for engagement with civil society** for the period of 2019-2023, adopted in August 2019 by the EU and its Member States, as well as the European Structured Dialogue Mechanism that has since been derived from it.

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

**Adam Behrendt,**  
CSO Consultant at PMCG



# PUBLIC FINANCE MANAGEMENT (PFM) AND ECONOMIC GOVERNANCE

For countries in transition and with scarce resources, robust public finance management (PFM) is an essential element of effective governance. We provide policy advising, capacity building, institutional development, and monitoring and evaluation (M&E) services across a wide range of areas of PFM to ensure that such resources have the maximum impact on public service delivery and poverty reduction, and are deployed where they are needed most. In doing so, we ensure the transparency of public finances in order to build and nurture trust between governments and citizens.

For economic governance, we take a holistic approach, applying tested and adapted methods, deploying teams of highly-qualified economists and former government officials with hands-on experience of designing and implementing reforms recognized by international development institutions in order to improve the wellbeing of households and create jobs.

PMCG devises sustainable solutions across all of the following areas:

- Program Budgeting;
- Fiscal Risk Management;
- Public Debt Policy;
- Tax and Customs Policy;
- Medium-term Expenditure Framework;
- Finance Management and Control;
- E-budget and E-treasury;
- State Procurement;
- Domestic Revenue Mobilization (DRM);
- Fiscal Decentralization;
- Macroeconomic Policy;
- Business-enabling Environment (BEE);
- Green Growth;
- SME Development;
- Value Chain Analysis (VCA);
- Cluster Development;
- Intellectual Property Rights (IPR);
- Frameworks for Public-private Partnership (PPP).

“Prudent PFM and economic governance that responds to local market needs are the means for prosperity and well-being.”

David Lezhava,  
Public Policy Sector  
Director at PMCG



## Egypt: Support PFM Reforms

Since 2021, we have been working on an EU-funded program entitled “Support to PFM Reform in Egypt” to contribute to the PFM reform process initiated by the Egyptian government and Ministry of Finance (MoF).

The project is focused on two main components: demand-driven support for the Egyptian government, and the path towards further **reform of the PFM system with an emphasis on program-based budgeting (PBB) and possibly gender-responsive budgeting**. This component envisages ad hoc technical and legal advice as well as capacity building and trainings for beneficiaries; and the provision of direct support to the EU Delegation in Egypt in the process of budget support eligibility assessment, identification of EU actions to support government efforts and the enhancement of policy dialogue with the MoF.

“The Ministry of Finance of the Kyrgyz Republic would like to thank PMCG for its fruitful and close cooperation in this project and the assistance and support of Multi-Donor Trust Fund and the World Bank. We also hope that all the work done under the project will serve as a stepping stone for the successful promotion of the Program Budgeting and further improvement of medium-term forecasting and fiscal risks in Kyrgyz Republic.”

Irsena Abakirova,  
Head of Program Budgeting Unit at the  
Budget Policy Department of the MoF of  
the Kyrgyz Republic



## Kyrgyz Republic: Improving Program-based Budgeting

In 2022, we finalized the project “Improving Program-based Budgeting and Budget Investment Planning, including Improvements in Sectoral Spending Planning” with the Ministry of Finance of the Kyrgyz Republic, funded by the Multi-Donor Trust Fund.

In the course of the project, we enhanced budget predictability through: advancing practices in the development of the Key Directions of Fiscal Policy (KDFP) document; bolstering fiscal risks (FR) analyses and disclosure practices (preparation of an FR document); increasing the effectiveness of public expenditures by strengthening the interrelation between the KDFP document and the annual budget; introduction of advanced mid-term sectoral budget expenditure (MTSBE) planning practices.

Furthermore, we have increased the quality of annual budget planning, monitoring, and reporting, and strengthened the capacity of MoF staff to develop mid-term budgets and annual PBB projections, monitor the implementation of KPIs, and report on PBB implementation.

### PMCG PRODUCTS

#### Licensing and Permit System Reform Approach - Zero Plus®

The Zero Plus® approach builds an effective licensing and permit system free of excessive regulations, reforming business enabling environment (bee) effectively. Instead of interminable reform procedure, this instrument facilitates the process through rapidly eliminating the entire set of regulations, shifting the responsibility for justification and proving the need for each regulation to the regulatory agencies, and ultimately establishing a well-coordinated and efficiently-functioning system within 6-18 months.

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to check our work



### Jordan: Enhancing Procurement and Inventory Management

Since 2021, we have been working with the Government of Jordan (GoJ), under USAID's five-year Public Financial Management and Administration (PFMA) Activity led by DAI Global. **The program aims to strengthen fiscal sustainability in Jordan, to reduce obstacles to economic growth, to build the capacity of the GoJ to improve the performance of revenue administration, and to ensure transparent budget management and public procurement processes in accordance with international best practices.**

The focus of our work is on optimizing public expenditure management, and last year we developed a strategic action plan for the rapid uptake of electronic procurement (JONEPS) in Jordan, delivered on-the-job trainings for the central purchasing bodies on the use of JONEPS and the new procurement by-law. Through this technical assistance, the Government Tenders Department (GTD) soared from a mere 47% utilization of the e-procurement system (JONEPS) to 100% by the end of 2022. Ultimately, this will support in creating procurement-related data and statistics, and the GoJ make public expenditure more efficient and transparent. At the same time, we are working on assessing its inventory management framework and developing an action plan accordingly.

We developed a strategic action plan for the rapid uptake of electronic procurement (JONEPS) in Jordan that has seen its utilization shoot from 47% to 100% by the end of 2022.

Our support in the form of capacity-building and training activities for public and private sector representatives advances the quality of both decentralized and centralized procurement processes.

**Alexandre Chkhikvishvili,**  
Consultant in  
Public Procurement at PMCG



### Jordan: Enhancing Economic Competitiveness, Advancing Economic Reforms, and Strengthening the Business-enabling Environment (BEE)

To catalyze systemic economic changes in Jordan, in 2022, we launched USAID's four-year Jordan Economic Reform Activity (ERA), led by Chemonics International.

The program aims to **accelerate sustainable growth** through increased exports and investment, and through a strong and stable business-enabling environment by bolstering the capacity of the GoJ and targeted institutions, as well as the competitiveness of anchor firms and the private sector.

Specifically, PMCG works with the Reform Secretariat (RS), Delivery Unit (DU), and RIA Unit to strengthen their capacities on reform prioritization to implement reforms effectively. In addition, PMCG works with the RS and the DU to improve the monitoring and evaluation functions to implement reforms as well as funding management and coordination.

We support line ministries and public entities to improve their capacities in economic reform/business-enabling environment areas, which will enhance and optimize public sector efficiency and service delivery. Most notably, **PMCG is engaged in prioritizing and selecting business-enabling environment reform areas and facilitating the reform implementation process.**

### Ensuring Economic Security



We, as a subcontractor of DAI Global, have been implementing the USAID-funded program Economic Security Program in Georgia (GESP) since 2019. It fosters broad growth of micro, small, and medium enterprises (MSMEs) outside of agriculture, demonstrating strong potential **to create jobs, increase income, and support diversification to ensure more productive economic activities in various sectors.**

PMCG engages in most components of the program, specifically value chain prioritization and gaps assessment, data gathering, analytical work, public-private dialogue/association capacity-building, stakeholder facilitation and engagement, **gender inclusion, and youth engagement.**

In the course of the program, PMCG has facilitated multi-stakeholder dialogues between public and private sectors, aimed at addressing policy challenges in priority sectors. It must be noted that almost every such dialogue was followed by activities focused on resolving identified challenges.

- The Program facilitated public-private dialogue (PPD) along with the Parliament's Sector Economy and Economic Policy Committee, to address issues of concern in the creative industries sector. As a result, the National Intellectual Property Center of Georgia (Sakpatenti) initiated a combination of policy and non-regulatory interventions, to ensure effective IPR enforcement in the digital environment, including the introduction of a new notice- and take-down procedure.

- The PPD on light manufacturing focused primarily on the furniture and packaging value chains, and resulted in a comprehensive follow-up activity for investment and export promotion through diagonal cumulation between Georgia, Türkiye, and the European Union (see p.43 to explore further PMCG's product – Diagonal Cumulation Optimization Tool (DCOT)).

As a systemic, participatory and inclusive approach to changemaking, public-private dialogue (PPD) builds a foundation for aligned, collective action and plays a key role in development of "good policies", contributing to a more conducive environment for private sector growth.

**Natia Katsiashvili,**  
Business Enabling Environment Specialist



The development of accounting guidelines significantly determines the efficiency of accounting activities in the organization and the reliability of the accounting information produced. Therefore, the existence of a comprehensive accounting policy based on international accounting standards will help the Ministry to prepare reliable, accurate, and timely financial statements.

**Zurab Tolordava,**  
Senior PFM Consultant/Trainer

### Introducing International Public Sector Accounting Standards (IPSAS)

In 2022, we started working on a new project, aimed at introducing the International Public Sector Accounting Standards (IPSAS) to the Ministry of Education and Science of Georgia and contributing to **better accountability and transparency of its public finance spending**, funded by the World Bank.

In the course of the project, we are developing an analytical report on the regulatory framework and current practice of accounting and reporting in the Ministry, and providing recommendations accordingly. We are also developing an accounting policy document for the central apparatus of the Ministry and training materials for it and its sub-organizations, as well as **delivering a methodological video training module on the introduction and application of the new accounting policy.** Finally, the project team will conduct training sessions and workshops for stakeholders.



## TOWARDS AN INCREASINGLY CONNECTED WORLD - INTERNATIONAL TRADE AND TRANSPORT

International trade and transportation are integral parts of the global economy, and have evolved into essential components of global supply chains, allowing countries to access resources, technology, and services from all around the world. Trade significantly and positively affects a nation's economic growth, raising living standards, lowering poverty rates, and promoting sustainable development. Thus, PMCG works with countries, international organizations, and businesses, assisting them in regional trade negotiations, advising and supporting in the implementation of trade-related regulatory and institutional reforms, as well as building the capacity of government officials and private sector representatives.

PMCG covers the following aspects in its international trade and transport services:

- Eliminating burdensome/restrictive domestic trade regulations;
- Adherence with international trade standards;
- Reformation and construction of quality infrastructure;
- Negotiating the best possible terms in trade of goods and services;
- Ensuring open market competition;
- Creating a fair-trade remedy system;
- Developing transparent public procurement;
- Promoting innovation through IPR protection;
- Establishing norms and practices for sustainable development;
- Enforcement of customs and border control;
- Facilitation of cross-border cooperation;
- Public-private trade dialogue;
- Assessing sector competitiveness;
- Establishment of export promotion mechanisms.

“PMCG brings hands-on experience in building resilient economies through opening markets, regional and world market integration, smart industrial policy development and implementation, export competitiveness, and trade facilitation.”

**Mikheil Janelidze,**  
Trade Policy  
Sector Lead at  
PMCG



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

During 2022, we continued working on a project aiming to strengthen knowledge and capacities regarding the design and implementation of free trade agreements (FTAs) of all countries of the Central Asia Regional Economic Cooperation (CAREC) program, which represents a partnership of 11 countries (Afghanistan, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Mongolia, Uzbekistan, Turkmenistan, Pakistan, and Tajikistan) and development partners working together to accelerate economic growth and poverty reduction, guided by an overarching vision of “Good Neighbors, Good Partners, and Good Prospects.”

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

In doing so, we have conducted FTA knowledge and capacity needs assessments (CNAs) in CAREC countries, developed FTA case studies, held a regional event to share FTA lessons learned and best practices, and prepared work on CAREC FTA guidelines on FTA design, negotiation, implementation, and monitoring. We also started working on and planned the regional training of trainers on how to design, negotiate, and implement FTAs, to be conducted in 2023.

“The project focuses on how to design, implement, and monitor free trade agreements. Of course, our ultimate goal is to lay the foundation for potential regional CAREC-wide free trade agreements. In the process, we are appreciative of the PMCG team and hopeful that this partnership will continue in the future since they are great partners in this project.”

**Zulfia Karimova,**  
Principal Regional Cooperation  
Specialist, Public Management,  
Financial Sector and Regional  
Cooperation Division (EAPF), East  
Asia Department (EARD), Asian  
Development Bank (ADB)

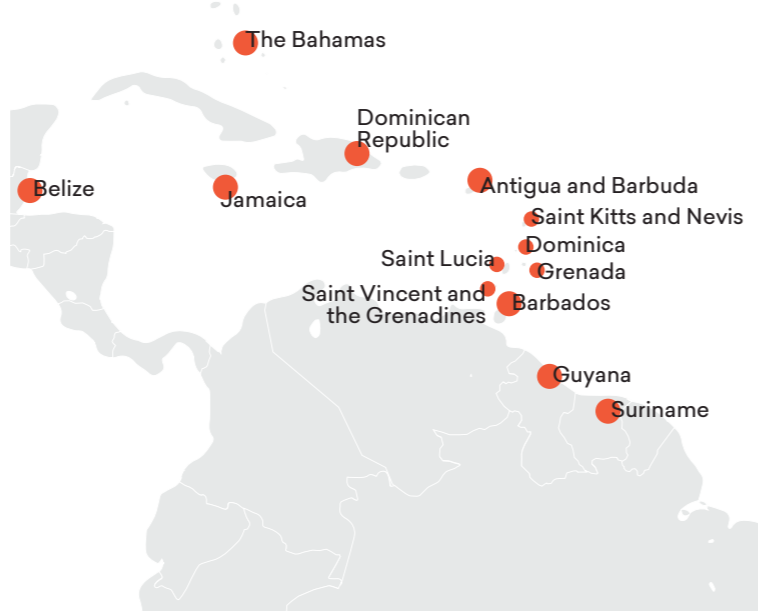


### Facilitating EU Market Access in Indonesia

Throughout 2022, we, as part of an international consortium led by GOPA, have been working on an EU-funded project to support the EU Delegation in Indonesia in **negotiations on a free trade agreement (FTA) and EU market access**, which will increase trade and investment between the EU and Indonesia, and contribute to sustainable economic development.

In the course of the project, the project team is providing demand-driven support to the EU by **assisting the European Commission in its role as negotiator of the EU-Indonesia FTA, closely monitoring the developments in the Indonesian market, as well as facilitating a better understanding of the Indonesian trade- and economy-related legislation and the current and future regulatory framework.**

Ensuring the project's implementation, our team of consultants are gathering and analyzing information to provide a substantial technical and analytical background to understand fully the opportunities and challenges in the legal and administrative framework. We will also draw preliminary conclusions on the possible legal and administrative changes that Indonesia will have to execute to implement the Indonesia-EU Comprehensive Economic Partnership Agreement (CEPA) and improve its EU market access.



### Supporting the CARIFORUM-EU Economic Partnership Agreement (EPA)

In 2022, PMCG, as part of an international consortium led by GOPA, began the implementation of an EU-funded project to **enhance the awareness of specific trade and investment opportunities, of EPA provisions for market access**, and of the requirements for market access for EU companies in the CARIFORUM states. Furthermore, it also aims to **strengthen advocacy in conducting business in the EU and will work towards increasing transparency** on a number of provisions, thereby contributing to improving preference utilization rates by EU exporters.

Throughout the project's implementation, the team will provide technical expertise on priority sectors for EU trade and investment, including an outline of the EPA's relevance to these sectors.

In order to achieve its objectives, the project team is working on a comprehensive and horizontal cross-sectoral digital paper on the business and investment climate, focusing on the ease of doing business. Moreover, communication activities, including webinars and other online knowledge-sharing events and activities are planned to promote the visibility of trade opportunities and contribute to an increased awareness of the EPA. Social media campaigns will also be launched to communicate the results of the events and other EPA-related activities.

**“** We are proud to contribute our technical expertise to assist the Central Asia region in developing regional ties, reducing the time and cost to cross the borders, and providing different vectors of reforms. **”**

**Medet Tursaliev,**  
Customs and Borders  
Consultant at PMCG



### Central Asia: Strengthening Trade Connectivity and Harmonization

Throughout 2022, we, as a subcontractor of DAI Global, worked on a USAID-funded program aiming to **incentivize public and private sector stakeholders to implement reforms and achieve objectives at regional and national levels in Central Asia.**

The objective of the project is to improve region-wide trade connectivity and harmonization to accelerate economic growth and increase economic opportunities in Central Asia through the following: **harmonization of customs and border procedures; increasing public-private dialogue on cross-border trade and investment; improving cross-border firm-to-firm connectivity; and strengthening the resilience of Central Asian economies through trade.**

Specifically, PMCG is assisting Central Asian countries to gain or adopt: synchronized customs and border procedures, increasing the speed and lowering the cost of moving goods across borders; institutionally-strong border agencies with effective policies, benefiting from legal and regulatory reforms (in addition, they will also develop national trade promotion targets in accordance with the World Trade Organization (WTO) Trade Facilitation Agreement, and the Enhanced and Extended National Authorized Economic Operator (AEO) programs); and international best practices in trade.

### Ukraine: Transforming the State Customs Service (SCS) of Ukraine into a Single Legal Entity (SLE)

We, as a subcontractor of Chemonics International, worked on the USAID Competitive Economic Program to support the transformation of the State Customs Service (SCS) of Ukraine into a single legal entity (SLE), build its capacity on intellectual property rights (IPR), and post customs audit (PCA) customs enforcement since 2021. However, following the Russian Federation's invasion of Ukraine, attention shifted to **responding to urgent technical assistance needs during the war in Ukraine and the imposition of martial law.**

During the period, our team provided expert assistance as well as legal drafting and advisory services aimed at maintaining tax and customs revenues from foreign economic activities. **We also provided legal drafting in the preparation of an analysis of the current state of and prospects for economic activities of SMEs to meet the urgent needs of the population.**

In addition, we provided advisory services of **customs issues for Ukrainian exporters and producers**, including imports of raw materials, as well as conducting informational activities on current changes in customs and tax legislation among SME representatives in cooperation with other CEP stakeholders, including the Entrepreneurship and Export Promotion Office, chambers of commerce and industry, business support organizations, SME clusters, and women-owned businesses.

#### PMCG PRODUCTS

#### Diagonal Cumulation Optimization Tool (DCOT)

In 2022, PMCG developed the Diagonal Cumulation Optimization Tool (DCOT) for countries participating in the Pan-Euro-Mediterranean system of cumulation of origin in order to identify goods, the production of which can be economically attractive once diagonal cumulation has been established.

The DCOT brings the following:

- Delivers precise answers to previously unexplored international trade issues, and fills knowledge gaps in international trade;
- Ensures the best-informed decisions are made for businesses; and
- Ensures full advantage is taken of the opportunities presented by trade agreements.

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# INSTITUTIONAL DEVELOPMENT AND CAPACITY BUILDING

PMCG works with organizations from both the public and private sectors to help them build their capacities for change and to achieve greater productivity by developing, improving, and reinforcing strategies, structures, and processes. We transform inefficient bureaucracies into modern, capable, and transparent setups to enforce legislation efficiently and improve service delivery.

We also provide capacity development services to prepare employees of public organizations, private organizations, and CSOs to complete productive and high-quality work to guarantee organizational success.

PMCG unities following subservices under its institutional development and capacity building sphere:

- Performance Assessment and Management;
- Organizational Design;
- Change Management;
- Training Needs Assessment;
- Trainings;
- Coaching and Mentoring;
- Study Tours;
- Human Resources Management (HRM);
- Public Relations and Communications.



“Organizational capacity building helps improve an organization’s overall performance framework and is instrumental in delivering quality services to clients, constituencies, and broader stakeholders.”

Ivane Tavadze,  
Practice Lead at  
PMCG, Institutional  
Capacity Building



## Enhancing Economic and Commercial Diplomacy

In 2022, we launched a new project, aiming to boost the capacity of the Levan Mikeladze Diplomatic Training and Research Institute (LMDTRI), which is under the Ministry of Foreign Affairs of Georgia, in economic and commercial diplomacy, and to enhance the engagement of Georgian embassies in the process of FDI attraction, as well as export and trade promotion.

Our project, which is funded by the US Embassy in Georgia, ensures the continuity of economic and commercial diplomacy activities by strengthening the capacities of diplomats, giving them the **practical knowledge and skill-sets to attract investments and trade** by training them in technical subject-matter areas such as investment planning, export and trade, economic and market analysis, intellectual property protection, communication strategy development, as well as so-called “power” skills, including **negotiations, networking, and presentation skills**.

## Human and Institutional Capacity Development (HICD)

Since 2021, we, as a subcontractor to the Kaizen Company (Tetra Tech ARD) have been working on USAID’s five-year Human and Institutional Capacity Development (HICD) Activity in Georgia, seeking **to achieve sustainable results in the human and institutional capacity development of key strategic partner institutions from the public, private, as well as NGO sectors** in Georgia that play an important role in the process of strengthening the country’s self-reliance.

To pursuit of its goals, in 2022, PMCG implemented various projects, including:

- “Development of the Workplace-related Dispute Management and Resolution Mechanism Concept Paper” for the Ministry of Economy and Sustainable Development of Georgia;
- “Performance Assessment of the Department of Tourism and Resorts of A.R. Adjara;”
- “Development of the Organizational Strategy and Action Plan for the Department of Tourism and Resorts of A.R. Adjara”;
- “Optimization of HRM Practices at the Department of Tourism and Resorts of A.R. Adjara”;
- “Performance Assessment of the Georgian National Tourism Administration.”

As part of the program, Kaizen is operating the Center of Excellence (CoE) - a dynamic hub providing USAID Georgia’s partners with diverse HICD knowledge, tools, research, and support to implement continuous improvement efforts. During 2022, PMCG has delivered executive roundtables on HR system modelling, non-profit budgeting processes, business process optimization, and HR Performance Appraisal System modelling for HICD Activity partner public institutions and non-governmental organisations.

“This is one of the projects that PMCG considers of a strategic importance. The company focuses on creating long lasting and sustainable results in Georgian diplomacy through the capacity strengthening and Training of Trainers program in the area of commercial diplomacy, in the first place. Besides this, PMCG also looks at this project as a perfect opportunity to offer the training program to other countries having the same interest in strengthening capabilities of their diplomatic corps in commercial diplomacy and FDI.”

Natalia Gordeziani,  
Projects Manager at PMCG

## Strengthening the Capacity of the Parliament Research Center in Georgia

In 2022, we started a new project, funded by the Embassy of Switzerland in Georgia, with the purpose of enhancing the capacity of the Parliament Research Center and the Regional Policy and Self-Government Committee of the Parliament of Georgia (RPSGC).

As part of the project we have already held a methodological seminar to assess the effectiveness of the implementation of the Law of Georgia “On the Development of High Mountainous Regions.”

During the project, we will also assess the effectiveness of the law in terms of reaching previously-defined objectives and goals, and, finally, develop an assessment report before arranging public hearings of the report prior to its finalization.



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

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

As part of the project, PMCG is focused on: the institutional development of various institutions, including providing assistance in terms of aligning the Georgian legislation with the EU acquis; the facilitation of strategic and action planning at various ministries, municipalities, and other state institutions; the development of manuals and guidelines; and the capacity building of the staff of ministries, municipalities, parliament, and other state institutions.

## Training and Consultation in Public Policy for the Ministry of Environmental Protection and Agriculture of Georgia

In 2022, we launched a UNDP-funded project with the goal of increasing the capacity of the Ministry of Environmental Protection and Agriculture of Georgia through a series of capacity-building measures to enable **effective planning and implementation of evidence-based, participatory, and accountable public policy.**

In the course of the project, we are conducting a needs assessment in the Ministry related to: the public-policy-making process as well as analysis of organizational and individual learning systems; the development of training packages; the development of internal documentation on public-policy-making with reference to relevant mechanisms for the institutionalization of organizational and individual learning; the conducting of training and coaching for staff; creating a risk bank to help the ministry plan, monitor, and evaluate its policies/projects/initiatives more effectively and efficiently; and develop a recommendations package on the improvement of data management and analysis as well as the enhancement of organizational and individual learning.

## Boosting the Capacity of the Georgian State Electrosystem (GSE)

Since 2021, we have been working with Georgian State Electrosystem (GSE) on two related projects as part of a consortium led by Fichtner in the context of the “Open Program Energy Sector,” funded by KfW.

We are strengthening the GSE’s capacities with respect to **environmental and social impact** management through upgrading and implementing its institutional environmental and social management system; and developing and putting into effect an institutional stakeholder engagement strategy.

Meanwhile, we are enhancing its capacities to deal with looming tasks associated with the reform of the Georgian energy market. Ultimately, the GSE will be equipped to: fulfil its role as Transmission System Operator (TSO) according to the Energy Community Rules and the EU’s Third Energy Package; and conclude more efficient inter-connection agreements with neighboring countries. In addition, the GSE will have received the support needed to continue the NSEI/AGIR project successfully.

“The Georgian State Electrosystem (GSE) serves as the sole Electricity Transmission System Operator in Georgia, taking on the responsibility of managing the entire electricity network and ensuring a balance between energy supply and demand. Enhancing the transmission dependability and augmenting the capacity of the GSE is critical to the electricity sector in Georgia, which is a fundamental part of the country’s economic progress and the fulfillment of basic needs of the population.”

Salome Napetvaridze,  
Project Manager at PMCG



## Capacity building of the Ministry of Economy and Sustainable Development of Georgia

In 2022, we worked on a UNDP-funded project with the purpose of boosting effective planning and implementation of evidence-based, participatory, and accountable public policy at the Ministry of Economy and Sustainable Development of Georgia.

In order to achieve our objectives, we have conducted needs assessment of the Ministry; delivered a tailored training package responding to the capacity needs of its staff; developed internal procedure documents on public policymaking regarding relevant mechanisms for the institutionalization of organizational and individual learning; provided on-the-job coaching; developed an indicator bank to help the Ministry to plan, monitor, and evaluate its projects more effectively and efficiently; and ultimately, developed a recommendations package.

# LOCAL GOVERNANCE AND REGIONAL DEVELOPMENT

Local Governance and Regional Development reduce poverty and enhance the well-being of communities. We believe that the central elements to sustainable development are decentralization and growing the capabilities of local governments. In this vein, we cooperate with municipalities in transitional countries to encourage them to emerge as catalysts and shining examples of economic growth, while at the same time advancing greater public engagement in local decision-making. This requires the dedicated engagement of CSOs as well.

“At PMCG, we believe that strengthening local governments and improving their performance is highly important to facilitate any country’s social and economic advancement and well-being of the population. I believe that strong local governments play a particular role in sustainable development and resilience of countries in transition.”

**Eka Gvinjilia,**  
Project Management  
Unit Director at PMCG



## Ukraine: Advancing Local Governance

During 2022, we as part of the consortium led by DAI Global, worked on USAID’s five-year “Governance and Local Accountability (HOVERLA) Activity” in Ukraine focused on the following three main directions: **institutionalizing Ukraine’s system of local self-governance and ensuring its effectiveness; contributing to more self-reliant subnational governance; and ensuring that citizens play an increasingly influential role in local governance processes.**

Our main roles are **to contribute to more self-reliant subnational governance and to work on identifying gaps and challenges in the management of territorial community land and asset resources,** as well as to build the capacity of relevant subnational government staff and local government associations in land and asset management, and strategic and spatial planning, and to coordinate the project staff in the course of linking land management with economic development initiatives.

We are also providing assistance with regard to the **digitalization of asset management processes and procedures to make an automated tool for decision-making for territories affected by the war and/or receiving IDPs and relocated businesses.** At the same time, our efforts are focused on providing analyses on relevant national and subnational legislation, as well as on assisting in the development of grant concepts.

PMCG also assisted the project in other activities such as the **preparation of introductory training on a new law on waste management, own-source revenue analysis, and a coaching program for municipal leaders.**



“The HOVERLA Activity plays a crucial role in strengthening democracy, empowering local communities, improving service delivery, and building resilient institutions in Ukraine, contributing to the development of a more accountable, effective, and democratic society.”

**Kostiantyn Stanytskyi,**  
Director, PMCG Ukraine



### PMCG PRODUCTS

**Municipal Performance Tool (MPT)**  
A digital self M&E tool for local governments to serve their people better

Measurement is key to any drive toward progress, but monitoring and evaluating municipal performance in organizational management or service delivery is notoriously challenging in countries in transition. Seeking to address this problem, and learning from its diverse experience of working with local governments, PMCG has devised an innovative solution in Georgia, called Municipal Performance Tool (MPT) – a bundle of both a feasible system of monitoring and evaluating indicators for municipal performance, and a corresponding IT software.

The MPT is an efficient online management tool offering a complex set of objective indicators. It applies a precise web-based scoring scale for municipalities to follow when gauging the current level of service being provided. The product helps to set key performance indicators (KPIs) and their respective baselines, to identify performance gaps, to plan actions, and ultimately to improve policies.

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### Local Economic Development: Creating Business Clusters and Attracting Investments

In 2022, we launched the EU-funded project “Economic Development of Oni Municipality via Business Clusters Creation and Investment Attraction” **to ensure more competitive MSMEs as well as to increase employment and investments.** In doing so, we are increasing the economic competitiveness of the selected municipality by creating and developing business clusters and making it more visible and attractive for potential investors.

During 2022, **we prioritized tourism and the food industry, and have already established two clusters thereon.** We are also enhancing the capacities of cluster managers and MSME members, and implementing pilot projects via a sub-grant mechanism, as well as boosting the visibility of the municipality for potential investors.

Engagement in the creation of clusters will represent a significant boost for the private sector of Oni Municipality, as we will then be better equipped to cooperate and develop in the future by joining forces. I believe that this novel approach in Oni Municipality will support the implementation of many successful projects.

**Megi Gutashvili,**  
Representative of the tourism sector  
in Oni Municipality

The project representatives clearly revealed the importance of unification of farmers from diverse sectors to work toward common aims. A shared motivation gives us hope. As I see it, the cluster will motivate development among its members. I wish for this opportunity to bring about successful practice and experience and that my municipality can evolve as a hub for exchanging experiences.

**Giorgi Beruchashvili,**  
Beekeeper in Oni Municipality

### Enhancing Local Governance

In 2022, we launched the USAID Local Governance Program as part of a consortium led by Tetra Tech ARD, aiming to enhance the effectiveness, accountability, and citizen-responsiveness of target local governments in Georgia, strengthening accountability across the local governance ecosystem, enhancing the delivery of inclusive and user-centered public services at the local level, and supporting central-level institutions to manage the implementation of decentralization and public administration reform.

The program will support **at least 22 municipalities and include others in learning, exchange, and outreach activities.** Moreover, it will encourage dialogue and partnerships between local governments, citizens, and the private sector in order to secure the private sector’s financial support for improved public services and increased local revenues.

**PMCG is leading project activities related to community engagement, private/public sector cooperation, and public financial management.**

I think that in person communication helps to better express your emotions and raise concerns with your self-government body, so it will try to develop the city accordingly.

**Veronika,**  
Student in Rustavi Municipality



### PMCG PRODUCTS

#### Clustering for Local Economic Development (C.LED) Analyzing local strengths and building economic development on them

The MSMEs development represents an acute challenge in developing countries, while it is crucial when making the transition towards a developed economy as it serves as a key driver of both economic growth and job creation.

We help businesses to connect and engage in joint actions to improve their market positioning and revenue generation, thus unleash their growth potential. While we interconnect businesses from scratch, we also work with existing clusters as well as individual private or public organizations to attract investments; hence reach their full potential. Our consultancy guides business executives to make better decisions by using our experience and networking to support companies to make the best choices when faced with both challenges and opportunities.

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# PUBLIC SECURITY AND RULE OF LAW

Rule of law and public security are essential pillars of a strong and functioning society. They ensure that the government is accountable to its people and that public safety is maintained. In order to preserve these principles, it is important that the rule of law is enforced effectively through investing in effective criminal justice systems and providing access to legal services and educational resources, so that citizens can fully understand their rights and responsibilities. To support such reforms, technology can be a valuable ally.

PMCG focuses on a wide range of areas in this regard, from the safety of ordinary citizens to more complex concepts identified by security sector institutions. In particular, we have cooperated with various international development institutions and governments to address related challenges in Eastern European and post-Soviet countries. In this context, PMCG's mission is to create a platform for our partners and beneficiaries to share knowledge and experience accumulated through effective security sector reforms.

“The public security and rule of law sector is essential in maintaining order and protecting citizens. Police forces, judicial systems, and correctional facilities must have adequate technical and financial resources to be effective. Additionally, they must be accountable for their actions and must be transparent and accessible to all citizens. By understanding the various components of the public security and rule of law sector, we can ensure that our society is safe and secure.”

**Shalva Khutsishvili,**  
Sector Lead at PMCG,  
Rule of Law and Security Policy



North Macedonia

## Bolstering Government Institutions' Resilience

We, as a subcontractor of Tetra Tech Ard, under the USAID Good Governance Initiative (GGI), supported the National Security Council Office (NSCO) and the Administration of the Government of Georgia (AoG) in carrying out preparatory work pursuant to the development of evidence-based key resources management policy.

In the course of the project, PMCG reviewed the legislation and regulations adopted by the Government of Georgia (GoG) and/or central government agencies related to key resources management, analyzed current practices as well as existing technological and organizational capacities in the area (revealing threats and opportunities therein), conducted interviews/focus group discussions and organized meetings with all relevant stakeholders, analyzed international best practices relevant to Georgia in terms of economic parameters, population size, and security environment, and described several real-life cases in a case-study format. Based on the research, we developed draft recommendations on key resources management and an action plan for the development of relevant policy.

The analytical report **will serve as the preparatory stage for policy design as well as assisting in the accumulation of knowledge about the critical infrastructure mobilization/management that will finally result in an improved crisis management system for the country.**

In addition, we supported the NSCO, the Civil Service Bureau of Georgia (CSB), and selected public organizations and municipalities to strengthen the resilience of the Georgian civil service with respect to emergencies as well as facilitating the quick recovery of their business functions in the event of disruptions caused by emergencies.

Our objectives were to introduce the business continuity management model by piloting it in the predetermined public organizations and municipalities, as well as to develop separate templates of business continuity management plans for public organizations and municipalities along with relevant instructions for each stage.

## North Macedonia: Cyber Security of Critical Infrastructure

In 2022, we were supporting the institutions in North Macedonia responsible for the implementation of its National Cybersecurity Law and National Cybersecurity Strategy, under USAID's Critical Infrastructure Digitalization and Resilience (CIDR) program, led by DAI Global. The program is aimed at: **assisting critical infrastructure entities to incorporate cybersecurity best practices into organizational operations; prioritizing cybersecurity investment needs; selecting appropriate mandatory or voluntary standards and corresponding security controls; and establishing a basis for region-wide cybersecurity information-sharing.**

Our goal is to support the effective implementation of a national cybersecurity law and strategy through the provision of technical assistance by drafting sub-laws and recommending how legal and regulatory amendments should be implemented.



### Ensuring the Accountability of Security Sector Institutions

As part of a consortium with B&S Europe, during 2022, we were implementing an EU-funded technical assistance project titled “Support to Security Sector Oversight Bodies in Georgia,” assisting the Parliament of Georgia, the Public Defender, and the State Audit Office to **strengthen their oversight capabilities with respect to security sector institutions.**

We aim to contribute to increasing human security in Georgia by enhancing the accountability of security-related actors, and strengthening the role and consolidating the activities of independent oversight bodies of Georgia in line with best EU and international practices.

In the course of the project, we, along with our consortium partners, hosted a conference in Tbilisi, Georgia on the topic of “Building Effective and Resilient Security Sector Governance in Georgia” where policy practitioners and experts delivered presentations on security sector governance. In addition, panel discussions were followed by interactive sessions with representatives of line ministries, oversight bodies, international organizations, and civil society, as well as members of parliament and academia.

### Regional Public Opinion Surveys on Cybercrime Reporting and Online Security

In 2022, we have conducted regional opinion surveys on cybercrime reporting and online security in Georgia in order to gauge the attitudes, concerns, and expectations of individuals, enterprises, the general public, and professionals regarding cybercrime and cybersecurity as well as identifying the groups most vulnerable thereto.

In order to achieve its objectives, PMCG conducted quantitative and qualitative research to glean feedback from relevant stakeholders, and prepared comprehensive reports based on the research results. In particular, the survey results were shared only with the engaged countries to contribute further to shaping future policies, strategies, and capacity-building responses on cybercrime, cybersecurity, and electronic evidence in the near- and medium-term. The project was funded by the European Union

We work in the following areas:

- Rule of law and justice systems;
- Security sector governance;
- Anti-corruption policy and management;
- Police and law enforcement institutions;
- Cybersecurity and digital forensics;
- Critical infrastructure and key resources;
- Disaster risk reduction, and emergency and crisis management/civil protection;
- Chemical, biological, radiological, and nuclear (CBRN) risk prevention;
- Migration policy and management;
- Border management systems;
- Penitentiary systems;
- Road safety.

### Strengthening the Resilience of Georgian Cyber Ecosystem

Together with TAG International, we are implementing the UK-Georgia Cyber Partnership Programme (UK-GCPP) funded by the UK’s Conflict Stability and Security Fund (CSSF). Backed by the UK Embassy in Tbilisi, we are engaging with a wide range of Georgian beneficiaries and stakeholders to the Programme’s maximum impact in relation to its overarching goals of enabling the Georgian cyber ecosystem to be more resilient, and reducing cyber risks in Georgia.

The UK-GCPP supports the implementation and coordination of Georgia’s National Cyber Security Strategy (NCSS), working with cross-government stakeholders to support the Office of National Security Council’s (ONSC) Information and Cyber Security Department to coordinate the delivery of the NCSS. It is also creating an interagency information-sharing framework to facilitate faster and more effective responses to cyber incidents, and increasing the awareness of the Georgian public about cyber threats.

“The UK- Georgia Cyber Partnership is instrumental in supporting Georgia to develop its cyber resilience. The UK as Georgia’s leading cyber partner, through this programme delivers assistance to establish well-functioning cyber portfolio governance in Georgia.”

**Nana Tabagua,**  
Consultant, Rule of Law and Security Policy





## PURSUING SMOOTH AND SUSTAINABLE PUBLIC INFRASTRUCTURE - INFRASTRUCTURE & ENGINEERING CONSULTING

Quality infrastructure and easy access thereto boosts the well-being of communities and fuels economic growth. Enhancements to roads, dams, landfills, and energy facilities, among others, are key to the health and adequate living standards of citizens as well as economic development and business efficiency. Such improvements save time, increase reliability, and enable the delivery of higher-quality services. However, many countries in transition continue to suffer from poor infrastructure.

Pertinently, PMCG works with municipalities, government agencies, and investors to modernize existing public infrastructure, and to provide innovative solutions in the course of establishing new infrastructure.

“Having provided engineering consulting services across a wide range of areas, including solid waste management, water supply and wastewater treatment, roads and highways, spatial planning, and tourism, our contributions have ranged from solar energy production analysis to the enhancement of communal infrastructure. Seeing the impacts of our efforts serves as a tremendous inspiration.”

Dr. Zviad Kharebava,  
Infrastructure  
Development  
Director at PMCG



PMCG covers the following subservices under its engineering consulting service:

- Feasibility studies;
- Technical due diligence;
- Water resource planning;
- Hydraulic consulting;
- Permit management;
- Construction supervision;
- Environmental analysis;
- Health and safety;
- Land use plans;
- Resettlement;
- Fee estimation;
- Asset management;
- Biogas management;

Overall, 6,950 households  
will gain access to  
a 24-hour water supply  
in Telavi Municipality.

### Improving Water Supply Systems

Together with Temelsu, under the ADB-funded Sustainable Water Supply and Sanitation Sector Development Program, we are working on the Telavi Water Supply Project, aiming to ensure an uninterrupted 24-hour water supply to local residents of the municipality. Prior to the project's commencement, only 18% of the population was connected to the network and received a 24-hour water supply.

The focus of the project is on enhancing the water supply system of the city through rehabilitation and **construction of wells, transmission mains, reservoirs, and a distribution network** with 6,950 household connections. In the process, PMCG is carrying out a **review of the detailed design**, and ensures that the works are done in adherence to it by **supervising construction activities daily**.

Moreover, we monitor both the physical and financial progress of the project, and the implementation of environmental mitigation measures.

### Consultancy for the Building and Operation of Innovative Center of Vocational Education

In 2022, we started supporting the Ministry of Education and Science of Georgia in the **construction and operation of a greenfield “Center of Excellence” (CoE)**, which will provide high-quality technical, vocational, and educational training (TVET) of an international standard for 1,200 trainees annually in the construction and logistics sectors.

The project covers the architectural design of the institution, procurement and construction supervision services, and supports in the setting up, institutional development, and proper operation of the CoE. In the process, PMCG is carrying out an **Environmental and Social Impact Assessment (ESIA)**, and developing and implementing **environmental and social management plans (ESMPs)**, as well as **hazardous waste management and stakeholder engagement plans (SEPs)**.



## Ensuring Quality Water and Wastewater Services

In 2022, we, together with Fichtner, started collaborating with the United Water Supply Company of Georgia (UWSCG) as part of two related KfW-funded projects, aimed at improving the living conditions of people in four municipalities in Georgia's Imereti region (Baghdati, Vani, Samtredia, and Kazbegi) through **strengthening the supply of hygienically-sound drinking water and environmentally-safe sanitation infrastructure.**

Our objective is to provide consultancy prior to the operation of water supply network, waste water network, and three wastewater treatment plants, including surveys of all sites in Imereti region, to prepare an Environmental and Social Impact Assessment (ESIA) document, construction permits, health and safety assessments, and other relevant paperwork. At the final stage, we will supervise construction activities.

Meanwhile, we are supporting the UWSCG to supply quality water and wastewater services through institutional, technical, administrative, HR, and financial capacity-building including at its regional and local service centers, conducting public awareness and information campaigns, and deploying a TruBudget platform, which is a collaborative workflow tool used to track and coordinate the implementation of funded investment projects. **We are also establishing an unprecedented non-revenue water (NRW) department at the company.**

By the end of the project that in 2029, the UWSCG will have strengthened its management at financial, administrative, and technical levels, and will be fully capable of operating and maintaining its improved and newly-constructed infrastructure.

Overall, 33,000 residents' socio-economic conditions will be enhanced in Imereti region.



## Reforming the Energy Sector: Developing Wind, Solar, and Green Hydrogen

At the end of 2022, we, together with Mercados Aries International, started working on an ADB-funded project, aiming to **strengthen electricity grid security, improve the regulatory framework, and pave the way for greater private sector participation** in the development of energy storage and renewable energy including wind, solar, and green hydrogen in Georgia.

As part of the project, we are providing: policy and regulatory gap analysis and development; a hydrogen potential and deployment strategy; a battery energy storage system (BESS) potential and development strategy; feasibility and bidding documents for BESS; and evaluation support.

We are also conducting capacity-building activities to promote the green hydrogen potential of Georgia and encourage private companies to invest in Georgian electricity storage, as well as the development of renewable energy sources including green hydrogen.

“The final product of our project will greatly contribute to the development of two of the fastest-growing sectors in Georgia, as it will provide a physical space as well as the institutional capacity to increase the skills and competencies of more than 1,000 trainees annually, who will be able to respond better to the demands of these sectors.”

Salome Napetvaridze,  
Infrastructure Projects  
Manager at PMCG

## Consultancy for Building Eastern Partnership European School

In 2022, PMCG, together with Artstudio Project, started supporting the Georgian government in building a new Europe-focused school on European values under the Eastern Partnership European School Programme, funded by the EU and implemented by the United Nations Office for Project Services (UNOPS).

For the new school, we are providing support in the tendering and procurement processes, reviewing local environmental and social standards, regulations, and laws, and delivering specialist environmental supervision during the construction works.

The Center of Excellence (CoE) will enhance the skills of 1,200 trainees annually in the construction and logistics sectors.



# TOURISM DEVELOPMENT

Many countries focus on developing their tourism sector to accelerate their economies and boost employment, as this is one of the most effective income-generating industries globally. Ensuring the strength and effectiveness of this industry demands not only up-to-date and sleek infrastructure, but also a carefully-devised vision for growth.

For international organizations, funding institutions, government agencies, and tourism stakeholders needing to respond to global trends and increasing demand, we provide national and regional tourism strategies, branding advice, marketing plans, and value chain analysis.

Moreover, we advise taking a holistic approach towards sustainable tourism development that takes into account concerns about environmental protection and climate change, cultural diversity, social equity, and economic prosperity.

PMCG covers the following areas under the tourism sector:

- Tourism development and marketing strategies and action plans;
- Destination management organizations;
- Tourism product development and value chain analysis;
- Tourism market research and analysis;
- Branding and country image surveys;
- Promotional videos and materials;
- National and regional tourism websites and online content;
- Online marketing campaigns.

“The tourism industry contributes to the economic growth of the countries in transition, providing tangible benefits, especially in terms of investment, job opportunities and linkages with other sectors of economy. By engaging in responsible and sustainable tourism initiatives, countries can ensure that their tourism industry is beneficial for the national economy.”

Mikheil Skhiereli,  
Senior Consultant  
at PMCG



## Establishing Tourism Cluster

In 2022, we as part of the EU-funded project “Economic Development of Oni Municipality via Business Clusters Creation and Investment Attraction” established a tourism cluster in Oni Municipality in Georgia, joining together 18 enterprises including guesthouses, restaurants, craftspeople, and tourism service providers.

This tourism cluster will **improve the attractiveness of the municipality to tourists, diversify tourism services and offers, support the development of sustainable tourism, enhance tourism infrastructure, boost human resources by developing knowledge and capacities, improve access to finance, improve access to inputs, develop inter-sectoral linkages, and provide information and services to cluster members.**

“

The creation of a tourism cluster will support the realization of the municipality’s potential in the fields of balneological and health, adventure, ethnocultural, gastronomic, and cultural tourism. This will positively affect the competitiveness of SMEs, support job creation, attract investments, and improve the social and economic conditions in the municipality.

Manana Bolkvadze,  
Manager of  
the Tourism Cluster

”

## Monthly Tourism Update

For more than three years, we have been producing two publications: the **Monthly Tourism Update**, overviewing recent trends with respect to key indicators in the Georgian tourism sector; and the **Hotel Price Index**, analyzing the dynamics of hotel prices in Georgia.

Overall, these monthly publications provide a **snapshot** of the tourism sector and keep readers up-to-date regarding changes in the sector, and serving as part of the basis on which relevant stakeholders make decisions.



## Facilitating Tourism Recovery in the Wake of the COVID-19 Pandemic

In 2022, we collaborated with the United Nations World Tourism Organization (UNWTO) and the EBRD to advance domestic tourism in Georgia through supporting tourism service providers and helping relevant MSMEs to restructure and refine themselves to cater to the domestic tourism market.

As part of the collaboration, we developed a **comprehensive change management program for MSMEs**, mitigating the impacts of the COVID-19 pandemic and assisting them to adapt to the new reality in the tourism and travel industry, after examining their readiness for the domestic tourism market. Furthermore, the existing situation was analyzed and necessary structural changes were identified.

## Regular Tourism Analytics

During 2022, under the USAID Georgia Economic Security Program (GESP), we provided **several analytical reports in the tourism sector in Georgia, carried out sector and value chain analytics (VCA), and conducted presentations of study results** to a wide spectrum of stakeholders in order to promote dialogue between the private and public sectors, and to ensure that the challenges of private sector representatives are taken into proper account by the public sector and development partners.

The analytical reports outlined economic trends in 2021, as well as picking out challenges and opportunities (in local, regional, and global contexts) across selected value chains within the tourism sector to improve evidence-based decision-making via the provision of quality information and analytics.

## TOWARDS A GREENER AND HEALTHIER WORLD - WASTE MANAGEMENT AND ENVIRONMENTAL PROTECTION

As countries in transition pursue economic growth, it remains vital that local environments, health, and sanitation are protected. In particular, environmental challenges require a special focus to mitigate or even reverse the negative effects environmental damage can have on societies, yet at the same time ensuring continuous development and the best possible standard of living. Thus, we are dedicated to doing our bit in the worldwide battle against climate change, loss of biodiversity, and depletion of resources, as well as in replacing outdated standards and technology which is no longer adequate to manage solid waste, biogas, and leachate effectively.

“We are driven to challenge ourselves continuously and to adopt new solutions that meet existing and upcoming needs of communities, making the world greener and healthier. I am humbled to engage with this team in so many projects that boost the well-being of communities.”

**Ketevan Chubabria,**  
Environmental, Health and  
Safety, and Social Safeguard  
Senior Consultant at PMCG



PMCG covers the following in the Waste Management and Environmental Protection area:

- Preparation of Environmental analyses;
- Preparation of Environmental and social impact assessments;
- Mitigation measures;
- Cultural, social, and gender-related issues;
- Screening of projects with a possible impact on the environment;
- Elaboration of environmental and social management plans;
- Environmental supervision;
- Social supervision;
- Environmental audit;
- Preparation of feasibility studies;
- Development of sanitary landfill designs;
- Implementation of modern recycling systems for different waste streams;
- Landfill biogas management;
- Implementation of waste composting systems;
- Elaboration of performance management systems;
- Landfill economics;
- Institutional development and capacity building of responsible institutions;
- Preparation of environmental impact assessment (EIA) reports;
- Supervision of construction of landfills.

### Coping with Climate Change

In 2022, we started the EU-funded project “Support to Environmental Protection and Fight Against Climate Change in Georgia,” aiming to enhance the health and well-being of the Georgian population, to promote climate change adaptation activities, and to support the Government of Georgia in developing sustainable regulations and strategies. The project is focused on **reduction of air and water pollution**, supporting public institutions to **create synergies** between strengthened productivity of forestry, aquaculture, the private sector (industry and agriculture), and environmental health through legal approximation for the control of uncontrolled activities, and **raising awareness and changing behavior** in the field of climate change and environmental protection.

During 2022, PMCG worked on two specific aspects of the project – **aquaculture and environmental communication** - albeit as the project advances, we will be engaged in all parts.

Overall, the enhanced services brought about by this project will benefit 630,000 residents of three regions of Georgia for the next 30 years.

### Introducing Innovative Waste Disposal Facilities

Since 2016, we, as a member of a consortium led by HPC AG and with funding from the EBRD, have been supporting the Solid Waste Management Company of Georgia (SWMCG) to **assess, design, and build a modern landfill** in the Kvemo Kartli region, serving 300,000 inhabitants across the following five municipalities: Marneuli, Bolnisi, Dmanisi, Tetritskaro, and Tsalka.

In the course of 2022, the project team elaborated an **environmental and social impact assessment (ESIA) report**, including all relevant studies, modelling, and site inspections, and submitted it to the National Environmental Agency (NEA). In addition, the team also elaborated an environmental and social management and monitoring plans, and prepared a stakeholder engagement plan, a non-technical summary, a detailed design of the landfill, access road, and all necessary auxiliary infrastructure. We also supported with procurement documents and process.

After all of the preparation works have been completed, PMCG will **supervise construction** works to ensure punctual and effective construction of the new sanitary landfill. We will also help the SWMCG in **purchasing new containers and vehicles** for the landfill.

In previous years, the project team has conducted various activities, including geological investigations, topographic surveys, conceptual design, and scoping report.



### Street Cleaning and Municipal Waste Management

We are working with 39 municipalities of Georgia under a UNDP project aiming to increase the effectiveness and efficiency of two municipal services: cleaning of streets and other public areas; and municipal waste management.

As part of the collaboration, we have developed a performance management system (PMS) web application for 39 municipalities and already implemented it in 23 of them in order to help local authorities to plan, manage, assess, and **strengthen service provision**. To ensure proper and effective implementation of the management system, we also provided a manual for municipalities.

In addition, we conducted a communication campaign for the rest of 16 Georgian municipalities with the purpose of introducing and promoting the benefits of implementing our tool.

Our team developed and implemented a performance management system web application in 23 municipalities (1/3 of the Georgian municipalities) of Georgia, available for all Georgian municipalities.



“The project significantly contributes to the provision of efficient and effective municipal waste management and cleaning services by local self-governing bodies.

Roni Kvachadze,  
Environment Consultant at  
PMCG



### Integrated Solid Waste Management System

We are actively working on a project aiming to introduce environmentally-friendly integrated solid waste management systems in two other regions of Georgia, namely Kakheti and Samegrelo- Zemo Svaneti, as part of a consortium led by Fichtner, under the KfW Development Bank's program. The program entails the construction of regional sanitary landfills and transfer stations, the closure of existing landfills, improvement of street sweeping, waste collection, and transport, as well as pilot projects in recycling and composting.

In 2022, we conducted a needs assessment with respect to equipment for waste collection and cleaning services for the municipalities, on the basis of which necessary equipment was provided. During the year, PMCG conducted capacity-building activities for municipalities and the Solid Waste Management Company of Georgia (SWMCG) in order to operate and maintain the new facilities and equipment properly.

Moreover, in order to promote the financial sustainability of the waste management system in municipalities, we, in 2022, developed models for calculating gate and waste fees, which represent the amount paid by the municipality to a landfill operator to dispose of 1 ton of waste. The model also allows municipalities to estimate the municipal costs of waste collection and street cleaning.

Communication is key to the successful implementation of this project. Hence, we have conducted focus group discussions with locals in the course of a new landfill site selection process. Furthermore, for the local community of Kakheti region, we conducted a study tour in Adjara region to increase awareness regarding the operations of modern sanitary landfills.

“Conducting regular public discussions with locals prior to the construction of a new waste disposal facility is fundamentally important. Moreover, informing them about the goals and benefits of the project, and providing with technical details properly and in a timely manner on each stage of the project are integral parts of our infrastructure activities. And of course, involving the population in public decision-making is the only fair way of conducting such activities.”

Ana Kabzinadze,  
Communications Consultant  
at PMCG

## RESEARCH AND ANALYTICS

At PMCG, we think that Research and Analytics are foundation and critical tools to help nations achieve economic progress. With the right combination of data-driven insights and strategic decision-making, countries around the world can identify opportunities for growth and capitalize on them to create a more prosperous future.

By harnessing the power of research and analytics, nations can develop policies that can bring about positive change in their economies and make informed decisions that can drive investment, reduce poverty, and create jobs.

We conduct research across a wide range of areas, including economics, international trade and investment, labor market and migration, education, social affairs, democracy, and civil society in pursuit of the best possible options for local, regional, or global policy development and implementation.

As part of our service, we focus on:

- Policy research
- Baseline studies
- Quantitative and qualitative surveys
- Developing indices
- Sectoral research
- Value chain analysis

“Research and analytics have become increasingly important in today’s world as they can be used to identify issues, uncover new insights and put them in use when elaborating development initiatives and creating the policies aimed at creating a better future. By leveraging the power of research and analytics, we, the people in governments, businesses, and non-profits can better understand the current economic landscape and make informed and well-founded choices to drive economic progress.”

Dr. Giorgi Khishtovani,  
Research Director at PMCG



### Advocating for the needs of Ukrainian Refugees in Georgia

In 2022, we were engaged in a needs assessment of Ukrainian refugees in Georgia, researching those available services for them that are provided by CSOs and international organizations. Pinpointing the most challenging issues, with Konrad Adenauer Stiftung’s (KAS) support, we are also **helping the refugees to enter the Georgian labor market** by ascertaining the sectors most compatible with their skills and knowledge.

At the same time, we held roundtable discussions with stakeholders to **advocate for Ukrainian refugees’ needs, and puts forward possible actions to develop need-based services** aimed at enhancing their conditions in Georgia. More roundtable discussions are planned with business associations to advocate for Ukrainian refugees’ skills and working experience and promote their employment.

### Everyday Peace in Conflict-affected Communities

Throughout 2022, we were engaged in the **peace- and confidence building** initiative exploring and strengthening local capacities for peace and confidence-building in Georgian-Abkhaz and Georgian-South Ossetian contexts. The project was supported by the United Kingdom government and the United Nations Development Programme (UNDP), co-funded by Heinrich Boell Foundation.

This is a research initiative that gathers researchers and practitioners from both sides of dividing lines to **explore local needs and perceptions of everyday peace in conflict-affected communities** by employing an innovative Everyday Peace Indicators (EPI) methodology. The project combines the **capacity-building and advocacy** activities, exploring and **strengthening local capacities for peace** and creating a credible research base for **advocating the practicability of peace building**.

The project combined number of capacity building and advocacy activities engaging local communities, with particular attention to the participation of women; producing an evidence-based EPI research report, including a unique set of community-sourced qualitative indicators for designing and evaluating peace efforts; building the capacity of local researchers and practitioners with training on EPI methodology and through the partnership with the storytelling platform INDIGO, special issue featuring Everyday Peace Indicators and Practicality of Peacebuilding, etc.



### Supporting Economic Development and Spatial Planning Documentation

We take part in enhancing the **spatial and economic development** of the Georgian city of Batumi in cooperation with the City Institute, through planning of new urban developments, maintaining historical values and cultural heritage, the rehabilitation and reconstruction of degraded **areas, and the interconnection of various parts of the city. We analyze the economic profile of the city, and research in the area of urban planning.** PMCG is contributing to developing a general and spatial plan, including a strategy and viability assessment of Batumi Municipality.

As part of the project, we are **identifying and studying the most competitive sectors** in Adjara region and in the city of Batumi, **assessing their competitiveness at the regional level**, reviewing cross-border economic regions, and presenting their medium- and long-term development prospects.

“The analysis of the dynamics of the development of the main economic sectors and functional diversification of Batumi, the challenges they face, and the prospects for development will significantly contribute to the planning of the further development of the city and the creation of better conditions for the growth of the private sector.”

**Mikheil Skhiereli,**  
Senior Consultant at PMCG



### Maritime Trade in the Black Sea in the Context of the Russo-Ukrainian War

In 2022, we started working on a study to assess the political and economic implications of the Russian invasion of Ukraine, which has significantly shaken the critical infrastructure landscape in the region, the state and needs of Black Sea ports amid the war. The project is supported by Konrad Adenauer Foundation (KAS).

The Russian blockade of Ukrainian ports and the western sanctions on Russia have had a tremendously negative impact on trade, including maritime, not only in the Black Sea but worldwide. The war will have long-lasting implications for the status of the Black Sea region countries as reliable trade partners, as the threat from Russia will become a key factor influencing the decision-making process in global trade relations.

The research focuses on mapping the port infrastructure in the Black Sea region (Bulgaria, Georgia, Ukraine, Romania, Russia, and Turkey) prior to the war; studying the political implications and assessment of other impacts of the war on the port infrastructure; researching challenges and bottlenecks of the Black Sea ports prior to and during the war; and developing recommendations to address the relevant obstacle.

The research highlights challenges such as mitigating the immediate consequences rising from the Russian aggression, addressing fundamental infrastructure problems and overcoming institutional and cooperation issues, by engaging in the dialogue with the stakeholders from all six Black Sea countries in order to address pertinent challenges and implement key recommendations of the study.

### Sector and Value Chain Analytics (VCA)

We in partnership with the ISET PI, have continued working on sector and value chain analytics under the USAID Economic Security Program, collecting industry-related data and analyzing economic trends, challenges, and opportunities in the sector on a semi-annual basis, analyzing industry-related economic trends in the regional and global context to identify challenges and potential opportunities for economic growth, and improving the capacity of business associations of the selected industries/value chains to collect and process industry-related quantitative and qualitative data, plan and implement research, as well as advocate for their views. The final outputs of the assignment are published on a semi-annual basis.



“Preparing such analytical reports, on the one hand, strengthens the public interest in the industries, and on the other hand, with access to statistics, helps businesses to make rational and favorable decisions and, consequently, to grow.”

**Tamo Gogolashvili,**  
Head of Voice of E-Commerce

### Regular Assessment of Business Environment

The quarterly Business Association of Georgia (BAG) Index, Employment Barometer and biannual BAG Investment Survey are our regular publications produced since 2019 in collaboration with BAG and the Institute for Economic Research (ifo), one of the leading economic research institutions in Europe.

Using quantitative data, different approaches and methodologies, our **researchers study the business environment** in Georgia for individual sectors, such as construction, trade, manufacturing and service. The aim of the research is to **assess the present business situation and outline** expectations of the private sector and evaluate their planned responses to the changing environment, **evaluate the impact** of their interventions and **identify the major challenges** facing the Georgian economy.

### Digital Ecosystem Country Assessment (DECA)

PMCG’s team provides technical advisory and research services to identify development opportunities and risks in Georgia’s digital ecosystem for USAID Georgia. We are elaborating high-quality digital ecosystem assessment, following the DECA methodology. The project is implemented within the framework of USAID Digital Economy and Market Development (DEMD) Activity, as a subcontractor of Resonance.

Our primary goal is to create better understanding of Georgia’s digital ecosystem through examining three pillars: digital infrastructure and adoption thereof; digital society, rights, and governance; and the digital economy. Based on the study, we will provide recommendations to mainstream digital development into programming. For this aim, the DECA will produce an externally available report for key stakeholders, identifying development opportunities and risks in the country’s digital ecosystem and digital transformation.

“This innovative study will bring a comprehensive analysis of the country’s digital ecosystem. In particular the DECA will cover digital infrastructure, government services, and the digital economy, as well as topics related to digital society, computer literacy, and freedom of information. Moreover, it will assist public and private institutions, donor organizations, and civil society to prioritize digital initiatives and goals, and determine their corresponding activities.”

**Irakli Gvenetadze,**  
Team Leader



Check out an article entitled “Shortfalls of deliberative democracy in Georgia: the analysis of the General Assembly of a Settlement,” published by Tengiz Sultanishvili, our Researcher and Consultant in CSO Development, in European Societies academic journal.

# MONITORING AND EVALUATION (M&E)

Measurement is essential for any organization striving to ensure that the programs they run can achieve palpable impacts. Hence, we help governments, companies, and international organizations to not only assess the results of their programs across a wide spectrum of areas but also to detect the challenges they face in their operations in order to identify and grasp opportunities for improvement.

We cover the following subservices under Monitoring and Evaluation services:

- Program Monitoring
- Program Evaluation
- Data Quality Review
- Impact Evaluation

“PMCG’s mission is to deliver progress; and monitoring and evaluation is the structure and systematic process to measure and assess progress.”

Dr. Larry Dershem,  
Practice Lead at PMCG,  
Monitoring & Evaluation



Ukraine

## Ukraine: Mid-term Evaluation of Projects in Support of Comprehensive Reform of Public Administration

In 2022, PMCG, as part of a consortium led by B&S Europe under the EU’s SIEA Framework Contract Lot 3, together with Evoluxer S.L., worked on a mid-term evaluation of 10 projects conducted by the EU during 2017-2020 concerning the comprehensive reform of public administration in Ukraine.

The main objectives of the evaluation are: to provide an independent overall assessment of the past performance of the various actions in support of comprehensive reform of public administration in Ukraine, paying particular attention to its intermediate results measured against its expected objectives; to identify the reasons underpinning such results and disparities; and to establish key lessons learned, conclusions, and related recommendations in order to improve current and future interventions in the area of public administration reform.

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

As contractors of the Canadian Embassy in Ukraine, throughout 2022 we worked on a summative evaluation of the Expert Deployment for Governance and Economic Growth (EDGE) project. The war in Ukraine made implementation of this project difficult, however due to the devotion of our client, we progressed even during the year of 2022.

The purposes of this project are to evaluate and share the EDGE project results with key stakeholders, to assess the applicability of the EDGE technical assistance model, and to assess the advantages or disadvantages of the deployment of international versus local experts, as well as the deployment of short-term versus long-term experts. Furthermore, it aims to **support informed decision-making on the part of Canada’s Department of Foreign Affairs, Trade and Development (DFATD) in its programming and formulating of recommendations on strengthening the involvement of Ukrainian SMEs in trade and investment** to improve future possible programming pursuant to economic growth.

## Mixed-method Evaluation of US Embassy Foreign Assistance Programs

In 2022, we started evaluating the US Embassy’s public affairs foreign assistance programs in Georgia, namely the English Access Micro-Scholarship Program (ACCESS) and the Technical and Vocational Education and Training Support Program (TVET), funded by the United States Department of State (DOS).

By employing a mixed-method evaluation (comprising both quantitative and qualitative data), by 2024 we aim to arrive at a better understanding of how effectively the programs as they are currently designed achieving the desired results of building skills, developing desired attitudes, and increasing awareness among participants. In addition, it will also review the extent to which participants are maintaining the acquired skills, attitudes, and awareness after partaking in the program, and the extent to which participants are implementing activities that make use of the knowledge gained during the program, after its conclusion.



Check out an article entitled “Simple but not simplistic: Findings from a theory-driven retrospective evaluation of a small projects program,” published in ScienceDirect academic journal. The article was written by our researchers based on the impact evaluation conducted for Peace Corps in 2020.





### Pakistan: Final Evaluation of the “Promotion of Human Rights in Pakistan”

In 2022, PMCG, as part of a consortium led by B&S Europe under the EU’s SIEA Framework Contract Lot 3, together with Evoluxer S.L., started working on a final evaluation of intervention financed by the EU in the human rights sector.

The objectives of the project are to ensure an overall independent assessment of the performance of the program, paying particular attention to its different results measured against the expected objectives; and the reasons underpinning such results; and to document the key lessons learned, conclusions, and related recommendations to improve and prepare future interventions.

The specific objective here is to further enhance the capacity of federal and provincial institutions, and to promote and raise awareness of duty bearers and the general public in the area of human rights in Pakistan.

### Review Mission for the EU Budget Support: the 3rd and 4th Tranches under ENPARD III Program

Throughout 2022, PMCG worked on conducting an independent and detailed review of the Georgian government’s fulfilment of the conditions set under the EU-funded European Neighbourhood Programme for Agriculture and Rural Development (ENPARD).

We have performed two review missions, produced an independent and substantiated assessment of the fulfilment of the conditionalities required to activate disbursement of the budget support tranches; and provided separate sets of recommendations (one for the Government, and the other for the Delegation of the European Union to Georgia).

The project is part of the EU Framework Contract SIEA Lot 5: Budget Support in a consortium led by ADE, with the global objective of promoting the development of effective and sustainable agriculture and rural public policies and reforms in Georgia.

### Rapid Evaluation of Outcomes of the Georgia National Innovation Ecosystem (GENIE) Project

In 2022, we worked on the World Bank-funded rapid evaluation of the outcomes of the Georgia National Innovation Ecosystem (GENIE) project, focusing on the following three components: creation of innovation infrastructure; ensuring innovative support services; and funding of innovations.

This rapid evaluation project is focused on the outcomes rather than outputs, and is **assessing the degree to which these programs influence Georgia’s innovation ecosystem** beyond direct beneficiaries. Based on the study results and conclusions, the project aims to enable the World Bank, the Ministry of Economy and Sustainable Development, and the Ministry of Finance to evaluate the successes and shortcomings of the GENIE project, allowing for more informed discussions of future support options.



### Uganda: Mid-term Evaluation of the Justice and Accountability Reform (JAR) Programme

Throughout 2022, we worked under an EU project to provide an independent mid-term evaluation of the EU Sector Reforms Contract (SRC) “Justice and Accountability Reform (JAR),” covering the period of 2017 to 2020, with overall financing of about EUR 66 million.

The emphasis of this evaluation is on the quality and results of budget support programs in the context of an evolving cooperation policy with an increasing focus on results-oriented approaches and the contribution towards the implementation of the Sustainable Development Goals (SDGs).

The evaluation is intended to provide an overall assessment of the past performance of the JAR program, with particular attention paid to its results measured against the expected objectives. The project team is also identifying key lessons learned, and providing conclusions and recommendations in order to enhance current and future budget support programs.

PMCG as a subcontractor of QED Group, provided subject matter expertise for the evaluation. PMCG’s work was so relevant and practical that the majority of the analysis was utilized by USAID/Iraq in the design of the follow-on initiative for administrative reform.

**Brooke Isham,**  
Mission Director, USAID/Morocco

“One key aspect of this evaluation is to assess if the specific objectives of the programme have been met; ie reinforcing resilience capabilities of refugees populations; maintain pacific coexistence between refugees and local communities; and facilitate a safe voluntary repatriation of refugees.”

**Marion Soury,**  
EU Framework Project Manager at PMCG

### Mauritania: Ex-post Evaluation of the “Strengthening the Resilience of Populations Displaced by Instability in Northern Mali” Project

In 2022, PMCG, as part of a consortium led by B&S Europe, started working on an EU-funded ex-post evaluation of the project “Strengthening the resilience of populations displaced by instability in northern Mali and support for peaceful coexistence between communities.”

The project aims to provide a comprehensive independent evaluation of the past performance of the intervention with a particular focus on its final results, measured against its intended objectives, and the reasons behind these results, while also outlining the main lessons learned, conclusions, and related recommendations to strengthen current and future interventions.

## EDUCATION AND SKILLS MATCHING

When identifying barriers to social and economic progress in many national contexts, one common shortcoming emerges: lack of quality education and skills. To address this shortcomings, PMCG engages with stakeholders and cooperates at policy and technical level to ensure inclusive and adequate education services across all tiers. In the spheres of general, higher, and vocational education and training (VET) in particular, we assist in putting data-driven reforms into effective practice.

We take a holistic approach to catalyze reforms, boost governance and quality assurance systems, bolster connections with the labor market, and enhance teaching standards.

Our areas of expertise include general education, vocational education, higher education.

“Sound education policy is crucial for countries in transition as it plays a significant role in increasing employment, thus, paving the way for economic and social development.”

**Irina Abuladze,**  
Senior Education  
Consultant at PMCG



### Piloting New Public Sector Collaboration Mechanism for VET Programs Development in ICT

In 2022, we piloted cooperation mechanisms for both the private and public sector to develop **upskilling/reskilling VET programs in the ICT sector** as part of the US-AID-funded project.

Our actions in this regard are striving to overcome the disparity between supply of and demand for human resources to **respond to the existing lack of suitably-competent ICT specialists** in the education sector, which has led many ICT companies to train such personnel in-house.

Pursuant to the project's goals, we are establishing a public-private dialogue platform for ICT and education sector representatives, putting together an upskilling/reskilling program for the ICT sector. As a pilot program, the project has developed a curriculum for an upskilling/reskilling program in cybersecurity for UG College and its partner company Greenet. On the final stage, the project examined the institutional framework for private sector engagement in vocational education, devising recommendations for improving the framework for Skills Agency.

### Study and Evaluation of Trends in General Education

In 2022, we worked under a World Bank project “Georgia I2Q - Innovation, Inclusion and Quality” to develop a thorough understanding of the trends in general education in Georgia and conducted a system diagnosis, focusing on the existing situation in **general education in terms of quality, equity, and efficiency, as well as looking at management, the school climate, and learning.**

In the course of this project, PMCG, together with Mathematica Inc., put together an in-depth action plan, supported the drafting of inception and final reports, carried out a desk review and data analysis, and held focus group discussions with key stakeholders.



### Study of the Relevance of Education Programs and Labor Market Needs

In 2022, we carried out market research on education sciences and educational administration programs in Georgia to help New Vision University to develop education sciences and administration master's and PhD programs that best accommodate the current needs and demands in the country's labor market.

In the course of this project, we conducted a thorough analysis of the demand for graduates of education sciences and educational administration programs, and the supply of education expert preparation programs in Georgia's labor market. As a result, existing challenges were identified, as well as needs and opportunities with regard to future program development.

“Doctoral education is one of the cornerstones of a knowledge-based economy. Highly-qualified doctoral students are considered a prerequisite for the economic development, innovation, and technical progress of any country in the modern world. This research aimed to explore barriers faced by PhD students in order to improve the quality of doctoral education in Georgia.”

**Nino Dzotsenidze,**  
Associate Consultant at PMCG



# GENDER AND YOUTH

We are committed to tackling social and gender inequalities as well as standing up for the basic ideals of human development, with the ultimate aim of sustainable development. As well as assisting in terms of education and healthcare, we are also engaged in workforce and employment projects. All such efforts are aimed at increasing the participation of women and youth, thereby fostering and enhancing individual well-being and economic prosperity.

For governments, international organizations, funding institutions, and private companies seeking to invest in human development, we provide a broad range of consulting services, assisting in the elaboration of policies and implementing reforms, mobilizing communities, and delivering data-driven solutions.



Achieving gender equality requires the engagement of women and men, girls and boys, government, and private sector representatives. It is everyone's responsibility to recognize the unacceptable way in



which much of the world perceives women's roles and responsibilities, and thus limits their opportunities. It is time to urge change today, right now, and to support women to overcome seen or unseen barriers and challenges.



**Natia Kapanadze,**  
Gender and Youth  
Consultant at PMCG

## Skills for the Rural Vulnerable

In 2022, we implemented the UNDP-funded Development of Skills for Rural Vulnerable Groups project with the purpose of supporting the disadvantaged rural populations, especially women and youth, of Lagodekhi and Kazbegi municipalities in Georgia in **their pursuit of decent and inclusive employment options** by acquiring the skills and knowledge currently in demand on the local labor market.

In the course of the project, we delivered career management skills development workshops, and conducted a labor market needs assessment study of the hospitality industry to identify the occupations in most demand in these municipalities.

**We then partnered with local VET colleges and businesses to create public-private partnerships enabling project beneficiaries to complete apprenticeship programs in the fields identified as a priority for the local labor market.** Project beneficiaries, particularly women and youth, who successfully completed the apprenticeship programs, were assisted in their search for long-term employment in local businesses.

## Gender Profile for Guinea-Bissau

Gender equality is a core value of the European Union and every country with an EU delegation must prepare a national gender profile to guide EU support therein to promote gender equality through relevant actions.

In this regard, we worked under an EU-funded project focused on developing a gender profile for Guinea-Bissau, as part of a consortium led by B&S Europe. The collaboration aimed to develop an implementation plan for a national policy on gender equality and equity, while helping to identify priorities for the long-term programming of the EU (2021-2027).

The project team analyzed: the political, legal, and human rights situation and issues; obstacles including social norms and stereotypical practices; situations of fragility or conflict; and key challenges in terms of gender equality (organized by areas of engagement of the Gender Action Plan (GAP) III and covering sectors selected for the Multiannual Indicative Programme). The project also entailed the identification of gaps in gender equality along with the mapping of actors and general sectoral entry points and opportunities.

## Advancing Gender Issues in Burundi

Throughout 2022, PMCG worked in Burundi under an EU-funded project, supporting the EU in the implementation of an action plan (CLIP 2021-2025) on gender equality, as part of a consortium led by B&S Europe.

During the project, we ensured the harmonization of the monitoring and evaluation system for EU-funded actions in gender, meaning that relevant issues are taken into account by the EU in its actions, and in line with its action plan. In addition, we provided technical assistance and advice to the EU delegation and implementing partners, particularly with regard to gender equality issues as well as communication and visibility, while we also ensured coordination and regular dialogue between various stakeholders to strengthen the coherence and harmonization of approaches, and the efficiency in the implementation and capitalization of good practices.





“ I have loved driving since my childhood and I am very glad to have been trained to turn my hobby into my job. It has not been long since I started working as a bus driver, but I already feel encouraged by our local population. ”

**Natali Meskhi,**  
Bus Driver in Bakuriani

### Advancing the Gender Balance in the Transportation System

In 2022, under the EBRD's Bakuriani Municipal Services Project – Inclusion & Gender Consultancy, we worked with the Bakuriani Development Agency to promote equal-opportunity access to employment and relevant skills training for both women and men in transportation.

During the project, we supported the newly-established Bakuriani Municipal Services Company to improve access to employment and related **training opportunities for female candidates and staff, to develop internal human resources practices and policies that promote equal opportunities, and to recruit female candidates to the company in all positions, particularly drivers.**

“ We are focused on creating a diverse work environment where all have an equal opportunity to develop their potential to the maximum extent. The most important component of this is having female bus drivers on board, and it is thanks to the EBRD-funded project that we now have female drivers. ”

**Mariam Lomidze,**  
Representative of the Bakuriani Development Agency



### Inclusive Urban Transport Services: Safe and Equal for All

In 2022, we carried out research to identify the needs of specific groups of society, such as women, children, the elderly, and people with disabilities in order **to increase the availability, accessibility, and affordability of safe and equal modes of transport** in Tbilisi, Georgia.

The research was conducted under the EBRD's Inclusive Transport Strategy and Respectful Workplace project to support the Tbilisi Transport Company (TTC) in operating the city's metro, bus, and ropeway systems.

**PMCG carried out a survey of regular 500 metro and 500 bus users, and conducted 8 focus group discussions with them as well.**

Our research has supported the TTC in understanding the public's perceptions of safety on public transport, their experiences of **sexual harassment, and views on possible measures through which to minimize and respond appropriately to such incidents.**

“ I truly appreciate the journey PMCG has gone through over the years, and what is extremely valuable for any counterpart or consultancy is an open exchange of ideas and approaches; and this is what we have found in PMCG, and we really value this. PMCG has come from literally really small to working worldwide, which is extremely impressive. ”

**Catarina Bjorlin Hansen,**  
EBRD Regional Director for the Caucasus



# PMCG'S CSR APPROACH

We operate worldwide meeting the highest standards of conduct, following best practices in integrity, ethics, antidiscrimination and child protection, health and safety, and anticorruption to promote good governance.

High ethical standards and integrity are embedded in our everyday work, demonstrated through the behavior of each representative. Its shared values are liberty, honesty, innovation, diversity, professionalism, and teamwork.

PMCG has incorporated these in all policies, procedures, decisions, and activities. Every new staff member receives code-of-conduct training, with refresher sessions subsequently provided. The company's policies focus on well-being and protection from harm, abuse, and neglect.

After ten years of supporting governments and communities to embrace economic liberty, in 2017, PMCG formally introduced its CSR vision and has since built a clear strategy and action plan focusing on all SDGs.

Believing motivated and educated young people to be the strongest basis for effective development, we implement various activities.

“It's a great honor to contribute to making the world more sustainable and transparent. We believe that being responsible is the only way for companies to operate in the modern world. At the same time, this is a source of motivation for our team to take action to advance societal goals and reach progress.”

Dr. Tamar Japaridze,  
Executive Director at PMCG



## Staff Development Programs

In 2017, we launched the Employee Personal Development Program within which, on a yearly basis, each team member prepares an individual plan based on their own personal development needs and desires. Subsequently, to help them to reach their stated goals, we provide funds for substantial actions that may include training sessions, workshops, and seminars. Meanwhile, the achievements of this particular program have gained widespread recognition and we were honored to be named a “Responsible Employer” in Georgia’s Responsible Business Awards 2018 (known as Meliora).

Moreover, at the beginning of 2022, the company finalized a one-year development agenda to help employees to reach their goals through coaching.



## Supporting Ukraine

In 2022, pandemic-related difficulties made way for the war in Ukraine. Russia’s military attack forced Ukrainians to flee and take their businesses elsewhere. Many Ukrainian businesses swiftly decided to start operations in Georgia, which presented a challenge due to their lack of familiarity with taxation and entrepreneurial issues therein.

To respond to the needs of this new vulnerable group in Georgia, PMCG, together with Grow Consulting, pooled resources, knowledge and experience to support Ukrainians already in Georgia (as well as those planning to move there) with financial, technical, and professional services.

To spread information about PMCG’s initiative, it conducted a communication campaign through different channels, including media outlets, the company website and social media pages, and relevant social media groups.

To support those staying in Ukraine, PMCG provided direct financial support, focusing on children in need and education donating to orphanages and educational institutions.

Mr. Aleksishvili, CEO and Chairman at PMCG serves as a Board Member at MAC Georgia; and the Eastern Partnership European School.



## Scholarship Program

We run a scholarship program to empower youth and contribute to making education more affordable to those who strive for it. Since 2015, we have provided financial support to students on master’s programs at the International School of Economics at TSU (ISET). In this regard, students are identified based on several criteria, including academic performance, their motivation letter, and their financial situation.

Against this background, in 2022, we launched the “Best Thesis Award,” to be given to three ISET bachelor’s students.

“I am very grateful that I have received the scholarship for my master’s studies from PMCG. It has removed my financial burden and has given me the opportunity to focus on my academic performance.”

Armaz Shotadze,  
One of our scholarship recipients

## Supporting Children with Special Needs

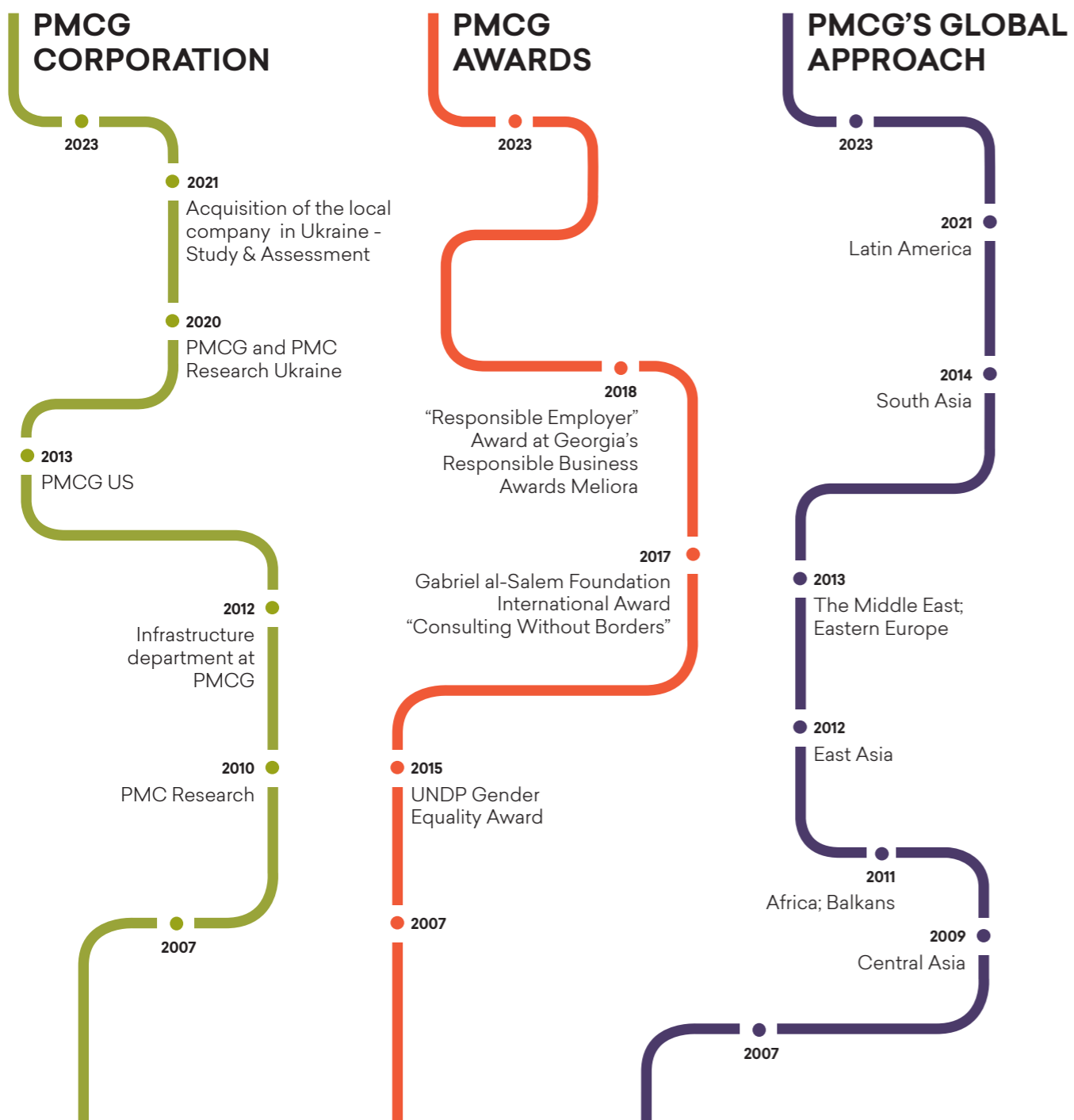
In 2022, PMCG continued its long-standing relationship with the First Step Georgia Foundation, an esteemed organization providing public advocacy, direct care, family support services, and training for children with special needs. In this regard, PMCG provides financial support and plays a small part in protecting children’s rights and equal opportunities. In addition, its employees have made several individual donations.



“PMCG brings a professionalism and insights that are so valuable to helping us to shape our projects to make sure that they really are delivering the results and impacts that we want.”

Kelly C. Degnan,  
U.S. Ambassador to Georgia

## PMCG'S MILESTONES THROUGH ITS 15-YEAR HISTORY



**LIBERTY** RESPECT  
PROFESSIONALISM  
**INTEGRITY**

BE ADAPTABLE AND FLEXIBLE TO CHANGING ENVIRONMENTS  
RESPECT AND PROTECT CONFIDENTIALITY  
BE TRUE TO PARTNERS AND SERVE THEIR BEST INTERESTS

**PROFESSIONALISM**  
**COMMITMENT**

PROVIDE SERVICES IN A PUNCTUAL AND TIME-EFFECTIVE MANNER  
**QUALITY**

**ACCOUNTABILITY**

ENSURE NON-DISCRIMINATION AND EQUAL OPPORTUNITIES  
SUPPORT FAIR COMPETITION  
PROVIDE A PLEASANT AND HARASSMENT-FREE WORKING ENVIRONMENT

**PROGRESS** SHARE GLOBAL EXPERIENCES AND EDUCATE EACH OTHER

DELIVER COMPREHENSIVE AND HIGH-QUALITY SERVICES  
PROMOTE PROFESSIONAL DEVELOPMENT

**INCLUSION**

GIVE COMPREHENSIVE AND OBJECTIVE ADVICE  
PROMOTE FREEDOM TO ENCOURAGE CREATIVITY AND INNOVATION

**DIVERSITY**



“For 15 years, PMCG has delivered a mission – delivering progress for a better future. PMCG’s values have guided it along the way. Perhaps, they are simple values, but they shine in these challenging times. I am certain that PMCG has found joy and pride in its achievements.”

Max Van Der Sleen,  
Non-Executive Director at PMCG



*Delivering Progress*

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