

Domestic Revenue Mobilization  
WASTE MANAGEMENT E-GOVERNANCE  
Public Finance Management  
CYBERSECURITY Doing Business Reform  
Labor Market and Employment  
SME Development CLIMATE CHANGE  
Public Administration ENVIRONMENT  
TOURISM SOLAR ENERGY  
Monitoring and Evaluation Vocational Education  
GENDER Biodiversity PROGRESS  
RESEARCH DELIVERED  
Local Governance IN 2023  
PUBLIC SECURITY ANNUAL REPORT  
Migration  
Institutional Capacity Building  
Access to Finance  
CSO Development TRANSPORT  
Water and Wastewater ENERGY POLICY  
Management YOUTH Intellectual Property Rights  
Urban and Rural Development  
Value Chain Analytics  
Community Participation TRADE  
EDUCATION



Inspiring change,  
creating value, fostering  
collaboration, and  
ultimately having a  
meaningful impact on  
people, governments,  
businesses, and civil  
societies across various  
industries



## Chairman's Letter

The year of 2023, though not without its challenges, saw us accomplish many remarkable things together. Throughout the year, our partnerships increased in number and strength, and our management team as well as pool of consultants expanded too. Consequently, over the last 12 months, PMCG's progress has been vividly evident on numerous fronts while its revenue increased significantly as well.

Certain highlights of 2023 were especially noteworthy and important for the company. In Ukraine, our engagement has deepened across various initiatives, and this will continue further in 2024. Our flagship project here is the USAID HOVERLA Activity (led by DAI Global LLC), the already apparent success of which will inevitably surge in the upcoming year. Naturally, I am hopeful that 2024 will see the end of the brutal war, giving the country the opportunity to rebuild.

Notable advances in our work in the **Middle East** this year were also made. In this region, we actively engaged in Public Finance Management (PFM) and Business Enabling Environment (BEE) activities, particularly in Jordan, Egypt, and Oman. Our experience and reputation in the Middle East is already substantial, and we expect this only to multiply in the coming year and beyond.

Similarly, PMCG has been making major contributions across dozens of countries for many years, and in 2023 the company introduced new approaches and products in the **environment and infrastructure** sector, benefiting many countries including Moldova and Uzbekistan. Since the inception of the company, we have consistently focused on these regions (**Eastern Europe and Central Asia**) across various areas of activity.

I must also mention the forward strides we took regarding new products in 2023, advancing cross-country economic collaboration and international trade development. Specifically, in 2023, we implemented a special versatile program for the diplomatic corps to boost the capacity of foreign service personnel in trade and investment attraction as well as in export and trade promotion. To my knowledge, this represents a novel product for many of the nations we serve.

Moreover, in 2023, we were again involved in **multiple large USAID programs** simultaneously, spanning different sectors and areas. Some of them have taken us into relatively new spheres, for example the Financial Innovation Program. In this project, we are for the first time partnering with the globally renowned company Palladium International LLC, which is another exciting development for PMCG. Indeed, as we undertake a growing number of projects, **PMCG as a USA government service supplier** reported a truly exceptional year

by quadrupling its revenue and expanding its portfolio significantly across various areas. In each case, maintaining flexibility and effectively addressing the unique needs of every client are crucial.

Meanwhile, even as the company grows, ensuring delivery of the **highest quality** remains imperative for us. With that in mind, PMCG's board is committed to making certain that our services and products are fully compliant with international standards. Devotedly treading this path enables us to actualize our core value—delivering progress for a better future.

With noteworthy success, we also hosted the **22nd International Society for Performance Improvement (ISPI) EMEA 3-day Conference**, gathering institutional capacity management professionals from around the world. Having been part of this global network for a long time, it was an honor to host its annual conference this year.

However, PMCG's biggest achievement of the year, in my view, was becoming one of the **lead suppliers in the FCDO's Global Development Delivery (GDD) Framework**. This, quite simply, is a landmark moment for the company at this juncture in its development.

As we look back and celebrate this array of remarkable milestones and developments, I now look forward eagerly to the opportunities and challenges of 2024.

Of note, 2024 will see us broadening our expertise, especially in the sectors of **education, transport and logistics, and infrastructure and environment**. Regarding the latter sector, we already know that PMCG will host the "Green Cities" panel at the ADB's 57th Annual Meeting, which is being held in Tbilisi, a first for the region. We will also play important roles in various other international events throughout the year. Simultaneously, we plan to take even bolder actions in the coming 12 months with regard to the integration of **digital technologies** across all aspects of our operations to ensure the best possible impact.

Finally, nurturing the PMCG community will without a doubt remain of paramount importance. We are proud to have a multilingual, multinational, and multicultural group of professionals, allowing us to meet all of our clients' needs.

Everything comes down to our people – they make all of these impacts happen; they are what matters most.

**ALEKSI ALEKSISHVILI,**  
Chairman and CEO



**ALEKSI ALEKISHVILI**  
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 Javakhsivili 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).

# 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.



**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).



**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.



**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).



**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. Tavadze 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.

# A Window into PMCG's World

Countries in which we have worked



Based in Kyiv, Ukraine; Washington DC, USA; Tbilisi, Georgia.

Pool of Consultants

7000

Contracted Consultants Annually

400

Economic and Policy Publications

75

**Revenue**  
Average Growth Rate (Last 5 Years)

24%

**Sales**  
Average Growth Rate (Last 5 Years)

59%

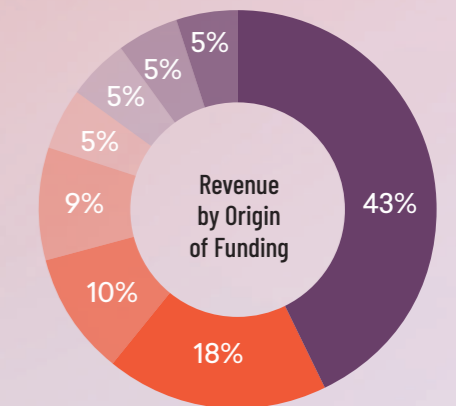
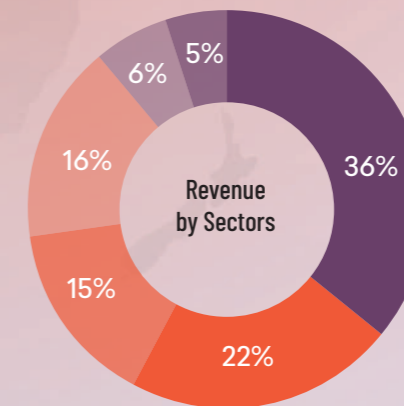
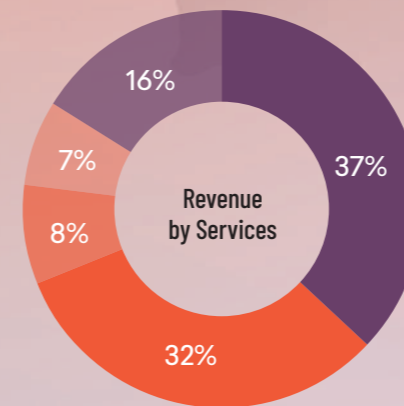
**Number of Awarded Projects (2023)**

39

**Number of Implemented Projects (2023)**

81

## Portfolio 2023



- Policy Advising
- Institutional Development and Capacity Building
- Monitoring and Evaluation
- Research
- Engineering and Urban Development

- Democracy, Human Rights and Governance
- Economic Growth
- Public Finance Management
- Environment And Climate Change, Waste, Water And Wastewater, Energy, Transport
- Human Development, Gender Equality, Education
- Digitalization, ICT and Data Management

- USAID
- European Commission
- World Bank
- UNDP
- EBRD
- KfW
- ADB
- Other

**Guiding effective policies, fostering organizational efficiency, and empowering the workforce**

**1**

**POLICY AND  
INSTITUTIONAL  
DEVELOPMENT**

## Guiding effective policies, fostering organizational efficiency, and empowering the workforce

### ECONOMIC GROWTH

PMCG devises sustainable solutions across all of the following areas: Macroeconomic Policy; Fiscal Decentralization; Business-enabling Environment (BEE); Green Growth; SME Development; Value Chain Analysis (VCA); Cluster Development; Intellectual Property Rights (IPR); and Frameworks for Public-private Partnership (PPP).

### ENHANCING DIPLOMATS' CAPACITY IN FDI ATTRACTION AND EXPORT/TRADE PROMOTION

Since 2022, we have been working on a project aiming to boost the capacity of the Levan Mikeladze Diplomatic Training

and Research Institute (which operates under the Ministry of Foreign Affairs of Georgia) in economic and commercial

We provide Policy Advising services to support governments respond people's existing and foreseeable needs by reimagining and designing public policies across a wide range of sectors, including economic growth, governance, public finance, education, cybersecurity, environment and climate change, agriculture and others.

As part of our Institutional Development services, we work with organizations from both the public and private sectors to help them build their capacities to change and achieve greater productivity by developing, improving, and reinforcing strategies, structures, and processes. We transform inefficient bureaucracies into modern, capable, and transparent structures to efficiently enforce legislation and improve service delivery.

We provide Capacity Development services to prepare employees of public organizations, private organizations, and CSOs, as well as those entering the labor market with the tools and skills needed to conduct productive and high-quality work that will guarantee organizational success. While Capacity Development comprises part of our wider efforts to help employees adapt to labor market changes, it is also delivered as an independent service.

Particularly, we concentrate on the following:

- Policy Analysis;
- Strategy and Action Plan Development;
- Public Private Dialogue (PDD);
- Regulatory Impact Assessment (RIA);
- Capital Investment Plan Development;
- Study Tour;
- Training Needs Assessment;
- Organizational Design;
- Change Management;
- Performance Assessment and Management;
- Human Resource Management;
- Public Relations and Communication;
- Trainings, Coaching, Mentoring;
- Business Plan Development; and
- Business Process Modeling and Optimization.



Georgian diplomats in Washington, D.C. on a study tour, where they participated with American counterparts in the Foreign Service Institute (FSI) Commercial Tradecraft Course, and also met with esteemed research and educational institutions.

diplomacy. Moreover, it has set out to enhance the engagement of Georgian embassies in the processes of attracting FDI, as well as promoting exports and trade.

The project, which is funded by the US Embassy in Georgia, ensures the continuity of economic and commercial diplomacy activities. That is accomplished by strengthening the capacities of diplomats, giving them the necessary practical knowledge and skillsets to attract investments and trade through trainings on technical subject-matter areas such as investment planning, export and trade, economic and market analysis, intellectual property protection, communication strategy development, as well as negotiations, networking, and presentation skills.

In 2023, we conducted initial and refresher training of trainers (ToT) sessions, the first online and the second in hybrid manner, and implemented one-week study tour for Georgian diplomats to the US to share practical experience in economic and commercial diplomacy.

“The Commercial Diplomacy ToT session, conducted by PMCG, provided important theoretical insights and meaningful guidelines enabling the successful pursuit of economic diplomacy objectives. The training sessions were truly engaging and the tutors carefully delivered the lectures in a concise and effective manner. The shared materials have proved instrumental for me as I have already used them in a workshop with Georgian diplomats, and look forward to utilizing them again in my future professional endeavors,”

**ANA SIASHVILI,**

*Head of Foreign Investment Attraction and Export Promotion Division for the Department of International Economic Relations at the Ministry of Foreign Affairs of Georgia*

“The analytical work carried out by experts was voluminous. We would have spent much more time and resources on that alone. Meanwhile, the stage of building an export strategy was extremely important for us, because the consultants ensured this was clearly structured. Now, we use the knowledge obtained via this experience in our work. Also, thanks to our participation in the project, we reviewed our list of exhibitions, made changes, and devised a plan for the year. Accordingly, our budget and time have been used more efficiently. We now attend exhibitions both as visitors and participants, actively promoting the Pitava brand,”

**TAISIA PIDMURNYAK,**

*Owner of Pitava*

## STRENGTHENING 50 UKRAINIAN SMES AND 36 LOCAL CONSULTANTS IN EXPORTS

In 2023, PMCG, in the course of the EU4Business Program “SME Competitiveness and Internationalisation,” enhanced the capacities of 50 Ukrainian small and medium-sized enterprises (SMEs), with a focus on exporting to EU markets, and also strengthened the capacity of 36 local export consultants. The program is co-financed by the European Union and the German government, and is being implemented by GIZ.

Pertinently, PMCG’s team of international export consultants trained and mentored 36 local export consultants, who in turn provided export consultancy to the targeted SMEs. Of note, the inclusion of Ukrainian export consultants aimed to boost Ukrainian exports in a holistic and sustainable manner. Indeed, the SMEs receiving support from the Ukrainian export consultants cover various areas, ranging from the manufacture of food products to the provision of large-scale printing services.

The training and mentoring aimed to foster the development of Ukrainian SMEs, with an emphasis on innovation and export promotion to ensure sustainable and equitable economic growth. Moreover, priority was given to bolstering the capacities of Ukrainian SMEs to comply with the EU-Ukraine Deep and Comprehensive Free Trade Agreement (DCFTA).



## 3-Stage Consulting Methodology

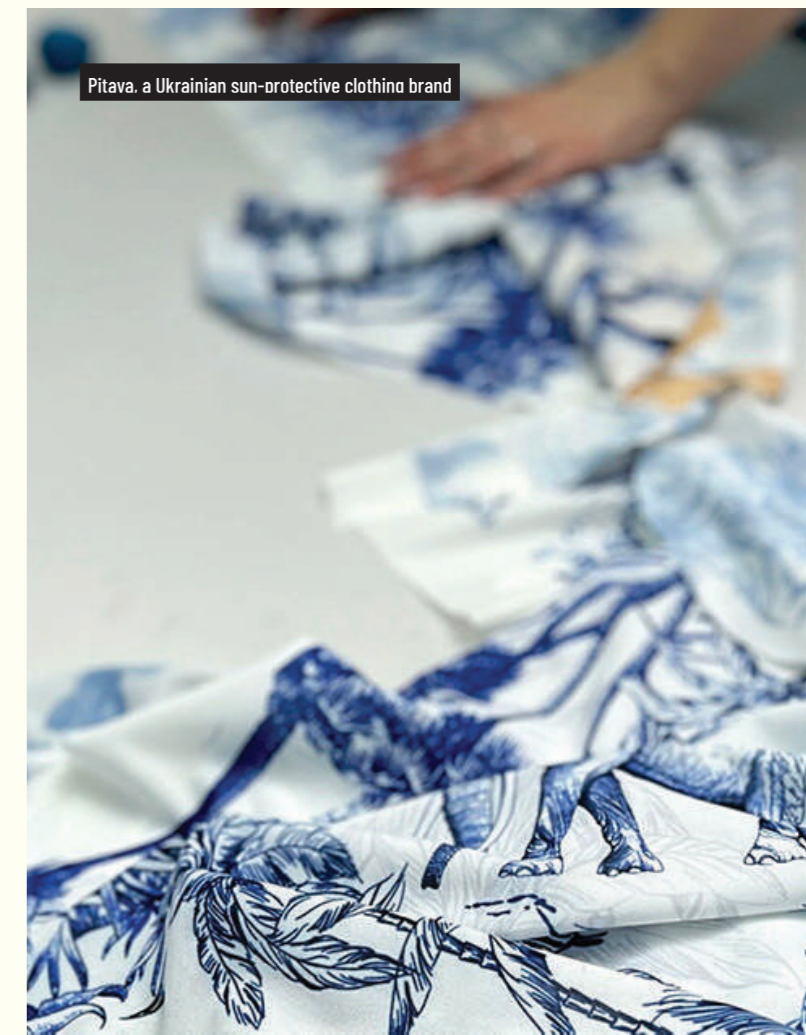
To assist organizations seeking to enter EU markets, PMCG helped to develop a three-stage consulting methodology. This methodology, executed over the course of 2-3 months, involved assessing the export readiness of the SMEs, conducting export market research, and formulating an export strategy. In addition, individual cases were given tailored attention and corresponding recommendations.

Importantly, cooperating with export consultants allowed business owners and managers to view their company and products (goods or services) from a new perspective. Moreover, they benefited from a high-quality independent assessment of the export readiness of their company and products, and were thus able to approach and select export markets confidently.

“Exporting is a long-term, complex process that begins well before the first shipment of goods passes through customs. Indeed, it is often said that export is the “highest league of business” because it requires specific skills and significant resources: time, human, and financial. At the same time, it also has advantages: it allows you to diversify sales markets, distribute risks, and upscale. Meanwhile, cooperation with an export consultant helps to simplify the path to foreign expansion. That is how the idea arose to combine in one project the provision of support to Ukrainian companies seeking to enter foreign markets on one hand, and the coaching and mentoring of Ukrainian consultants on the other,”

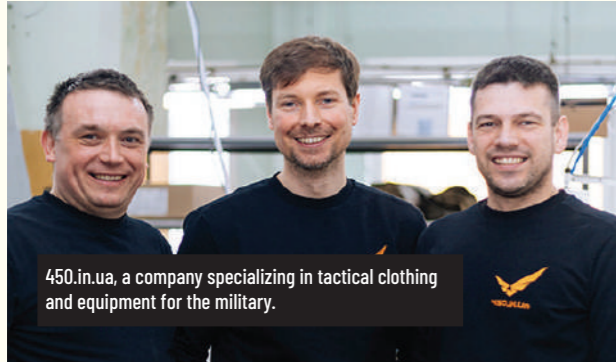
**MARYNA KOVTUN,**

*Head of the Support Component for Business Organizations and SMEs in the EU4Business Program in Ukraine (GIZ)*



## Helping 450.in.ua to Navigate Through Uncertainties

450.in.ua, a company specializing in tactical clothing and equipment for the military, has faced soaring demand since Russia launched its war on Ukraine in February 2022. In this time, PMCG has helped the company to expand its client base and navigate through various uncertainties.



Through a comprehensive three-stage consultation process, 450.in.ua was equipped with a strategic export plan designed to maximize its strengths and achieve its goals. Relatedly, PMCG's insightful analysis of sales markets led to the identification of three countries bearing high export potential, which informed the final strategy for market entry. Meanwhile, the collaborative efforts here entailed essential support as well as valuable suggestions, contributing to the professional growth of 450.in.ua. Courtesy of the EU4Business Program and PMCG's assistance therein, the company now thrives on account of its improved planning, heightened resilience to challenges, and its clear vision for future penetration in the EU markets.

"The project improved planning in our team. It helped us to focus on the most important aspects in relation to development and success, and increased our organization's resilience to wartime challenges and changes in the market. And, most importantly, the project gave us a chance to clearly map out the future of the enterprise. We are sincerely grateful to the EU4Business Program and its experts for their professional assistance and vision for the future. Today, we continue to apply their recommendations and look for new opportunities for development,"

**VASYL MIKULA,**  
Owner of 450.in.ua

## Supporting GEOTHERM.PRO to Secure its First Export Contract

GEOTHERM.PRO, a Ukrainian enterprise specializing in energy-efficient heat pumps, successfully expanded its market reach by signing its first export contract after consultations in the course of the project.

Recognizing the potential of foreign markets amidst domestic challenges, the company sought assistance from the EU4Business Program. Through a three-stage collaboration with PMCG, in the first stage it underwent a comprehensive audit, which identified strengths and weaknesses, and measured the company's export readiness to be 70%. The second stage involved market analysis and recommendations for optimal export options, with valuable insights provided on how best to attract new audiences. In the crucial third stage, consultants assisted GEOTHERM.PRO in developing a tailored export strategy in line with the company's budget, successfully resulting in the signing of its first export contract. The Program not only addressed internal challenges but also provided global market insights, boosting morale, and instilling a commitment to export initiatives.

## Pitaya's Export Market Success

Pitaya, a Ukrainian sun-protective clothing brand, successfully crafted an export market strategy with the guidance of PMCG consultants. Established in 2020 during the COVID-19 pandemic and its associated challenges, Pitaya focuses on innovative clothing and swimwear made from unique fabric, offering a blend of safety and style.

Seeking expansion beyond Ukraine's national borders, Pitaya joined the EU4Business Program to acquire transformative knowledge. After being selected in a competitive process, the brand, whose mission is to redefine beach experiences, engaged in three key consulting stages.

The ensuing three-stage collaboration proved instrumental for Pitaya, saving its time and resources, enhancing its marketing strategies, and optimizing its exhibition plans. Brand owner Taisia Pidmurnyak emphasized the project's valuable contribution in setting out a clear roadmap for international brand promotion, while contributing to Ukraine's economic growth as a whole.

## ADVANCING ECONOMIC REFORMS IN JORDAN

PMCG works to enhance economic competitiveness, economic reforms, and the business-enabling environment (BEE) in Jordan under the USAID Economic Reform Activity, as a subcontractor of Chemonics.

During 2023, PMCG's Trade Sector Lead participated in designing the annual work plan and contributed to work plan sessions by providing programmatic and technical inputs on selected economic reform topics in the areas of PMCG's expertise.

In particular, the Aqaba Special Economic Zone (ASEZ)'s regulatory framework that governs the BEE was assessed. In the course of doing so, priority reform areas were selected and an action plan was developed to implement reforms targeted toward facilitating business activity and attracting investments to the ASEZ. The team has also continued to provide support to advance the economic reform agenda at the ASEZ by streamlining its regulatory framework governing the BEE and facilitating the implementation of the ASEZ's BEE priority reforms. Based on consultations with stakeholders, a shortlist of priority instructions and regulations were identified and linked to the investors' journey in order to create a basis for further reforms. This activity focuses on the following six key regulatory reform activities:

- Reforming the regulatory framework and procedures for starting a business;
- Transfer of ownership of property and assets reform;
- Reforming the building permits regulatory framework;
- Regulatory reform for vocational licensing;
- Reforming the institutional framework to promote investment; and
- Business ombudsman regulatory reform.

In July, a comprehensive training program was carefully designed for Trade Policies Directorate employees at the Ministry of Industry, Trade and Supply (MoITS). Accordingly, staff were equipped with the necessary skills and technical knowledge to handle modern trade agreements. Moreover, by building on a tailored needs assessment and an action plan strengthening institutional and human resources, the sessions encompassed theory and role-play exercises. Specifically, the training topics were as follows: "Strategic Planning and Negotiations"; "Econometric Analysis & Trade Impact Assessment"; "Technical Barriers to Trade and Rules of Origin"; "Trade in Services"; and "Trade in Goods."

In addition, in October, we sent Enterprise Georgia's CEO and Deputy Director to Jordan to train Jordanian government



entities responsible for attracting investment to the country. The workshop shared the key lessons learned and best practices from Georgia's successful experience in international investment promotion strategies and communications.

Moreover, technical assistance was provided to the Directorate of Industrial Development at the MoITS to advance the economic reform agenda with an action-oriented five-year industrial policy (2023-2028) developed to address key sectors outlined in the Economic Modernization Vision (EMV) 2033. Moreover, capacity-building and coaching sessions were provided to outline the best international practices in developing industrial policies.

In cooperation with the Studies and Policies Directorate at the Ministry of Planning and International Cooperation (MoPIC), Jordan's performance was analyzed on specific indices and an action plan was subsequently developed to improve its ranking and achieve the EMV 2033 goals.

Meanwhile, the Trade Policy Division at the Foreign Trade Policies Directorate (FTPD) of the MoITS was given technical assistance and support. In particular, the capacity of staff at the FTPD was bolstered in order to conduct Jordan's third trade policy review. The review is part of the WTO's Trade Policy Review Mechanism (TPRM). Furthermore, the review process helps to promote transparency, accountability, and the sharing of information among WTO member countries.

We are also providing ongoing assistance in line with the EMV 2033 and the Reform Matrix, ensuring coordination and complementarity therein through prioritizing initiatives based on clearly defined criteria. Such efforts are designed to have a transformative impact on the economy, boosting the political will to implement reforms, and increasing the pace and urgency of reforms.



## ENSURING ECONOMIC SECURITY

During 2023, PMCG, as a subcontractor of DAI Global, continued working on the USAID Economic Security Program. The latter fosters growth of micro, small, and medium enterprises (MSMEs) in the tourism, creative industries, light manufacturing, solid waste management, shared intellectual services, and cross-cutting sectors in Georgia, demonstrating strong potential to create jobs, increase income, support diversification, and ensure more productive economic activities.

PMCG has engaged in most components of the program, including 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. Particular initiatives in which PMCG has been involved under the Program are outlined below:

- **Assistive Technology Increasing PwDs' Independence**

- Collaborating with the association Anika, the Program supports the economic advancement of PwDs. Specifically, it improves labor market access by providing inclusive and accessible opportunities for PwDs using assistive technology tools. Such use of cutting-edge assistive digital technology breaks new ground for Georgia, and is expected to uncover new opportunities for PwDs and create a more equal working environment.

- **Women Entrepreneurs Development Program**

- The Program has also joined forces with the Women Entrepreneurs Development Program, a collaborative initiative supported by the Bank of Georgia, Sweden, and UNDP. Dedicated to advancing women's economic empowerment and gender equality, through this partnership, the Program has supported women-led startups and businesses, and assisted women entrepreneurs to partake in a competition offering generous grants to the four winners. The initiative is boosting revenues, enhancing profitability, and driving sustainable socio-

economic development in Georgia by empowering women economically.

- **"She's Next" Empowered by Visa** - A global initiative run by Visa, "She's Next" provides women entrepreneurs with the necessary tools and resources to succeed in three key areas: access to capital, education, and networking. Through events and mentorship programs, "She's Next" helps to connect women entrepreneurs with other business owners and industry experts. In 2023, the Program's collaboration centered on the Visa Elevator Pitch 2.0 contest, designed to economically empower women in Georgia. The Program also covers the cost of five-day trainings delivered by three experts for 10 selected participants.

In addition, PMCG started an activity supporting development of the recycling industry in Georgia and enhancing the framework and operational efficiency of producer responsibility organizations (PROs) by strengthening market linkages in solid waste management. To achieve this goal, consultants are conducting a comprehensive study and will eventually produce a research paper pinpointing the most promising export market(s) for Georgia's waste.

PMCG has also been contributing to an activity aimed at supporting the Organizational Customized Assistance Program (OCAP) Business Support Organizations to enhance their sector and value chain analysis capacity. The main goal of doing so is to ensure sustainable achievements and steady continuation of activities initiated during the program's lifespan.

## ENHANCING THE FINANCIAL MARKET'S REGULATORY ENVIRONMENT AND INFRASTRUCTURE

In 2023, we started working on the USAID Financial Innovation Program, as a subcontractor of Palladium International, to boost Georgia's private sector by increasing access to diverse investment resources and innovative financial products.

Ultimately, the program aims to: secure additional financing of USD 325 million for Georgia's private sector; create 2,500 new jobs; develop three new fintech solutions as well as three private equity or quasi-equity instruments designed for non-bank financial institutions; facilitate transactions between 250 startups/SMEs and finance providers through business advisory service providers (BASPs); and establish a master fund based on EU rules to catalyze the attraction of additional investment into Georgia.

## CENTRAL ASIA - The Region in Focus

Since its establishment, PMCG has been deeply engaged in Central Asia, delivering impactful contributions spanning policy and institutional development, engineering, and environmental projects.

This year, as part of the USAID Trade Central Asia (TCA) Activity, led by DAI Global, PMCG has been dedicated to strengthening region-wide trade connectivity and harmonization to accelerate economic growth and increase economic opportunity in Central Asia. Therefore, have been harmonizing customs and border procedures, increasing public-private dialogue on cross-border trade and investment, and improving cross-border firm-to-firm relations.

Furthermore, we continued working on an ADB-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 (Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Mongolia, Uzbekistan, Turkmenistan, Pakistan, and Tajikistan) and development partners to accelerate economic growth and poverty reduction.

Committed to addressing infrastructure and environmental challenges, this year, we have been working on strengthening wastewater services in Uzbekistan. As a subcontractor of INTEGRATION International Management Consultants, PMCG has been focused on improving urban wastewater services within the city of Jizzakh (Djizzak) by upgrading the existing sewerage system, providing wastewater treatment services, and enhancing institutional capacity. This ADB-funded project will directly enhance wastewater services for local residents, benefiting approximately 180,000 individuals.

PMCG is leading the implementation of one of the components, under which it is conducting a landscape assessment to identify constraints in the financial market's regulatory environment and infrastructure that hinder private sector access to efficient and diverse financial products and services.

This year, we established a cross-sector Public-Private Advisory Council (PPAC) comprising local stakeholders to advise the Program on matters related to the expansion of innovative financial products and services in Georgia.

Moreover, we conducted a business advisory services (BAS) mapping assessment to design a corresponding grants pipeline, providing recommendations on grants to address system gaps, collect data on market fees, and motivate business engagement.

PMCG is also helping to develop an investment mobilization platform. In this regard, it is analyzing business processes and supporting management decision-making.

## ENHANCING INTELLECTUAL PROPERTY (IP) RIGHTS PROTECTION

In 2023, PMCG engaged in the Georgian-Swiss Intellectual Property Project (GESIP), aiming to enhance Georgia's socio-economic development by improving the utilization of geographical indications (GIs) and increasing the quality of government services for Georgian intellectual property (IP) users.

PMCG represents the Swiss Federal Institute of Intellectual Property (IPI) in Georgia and has been ensuring the timely and professional implementation of project activities, delivering project outputs efficiently, and managing project funds in a cost-effective manner. Through close coordination with projects funded by Swiss and other international organizations, as well as with the IP-specialized agencies of the Georgian government, PMCG ensures aid effectiveness, harmonization, policy coherence, and alignment. In the process, we also promote the visibility of Switzerland's international cooperation.

The GESIP was initiated by the IPI in response to the Georgian government's request and in accordance with the mandate of the Swiss State Secretariat for Economic Affairs (SECO) under the Global Program on Intellectual Property Rights (GPIPR).



Visiting Gogra, a beneficiary of the Women Entrepreneurs Development Program. This enterprise is specialized in the production of environmentally friendly wooden toys and children's furniture.

Oni Tourism Cluster members and Oni Municipality City Hall officials meeting with representatives of the Enter Gauja Cluster member on a study tour to Latvia.

## CREATING BUSINESS CLUSTERS AND ATTRACTING INVESTMENTS

Since 2022, PMCG has been working on an EU-funded project in Oni Municipality, seeking to ensure more competitive MSMEs as well as increasing employment and investments. These goals are being pursued through the creation and development of business clusters and making the municipality more visible and attractive to potential investors.

At the beginning of the project, tourism and the food industry were prioritized, with two corresponding clusters established. Throughout 2023, we selected cluster managers and enhanced their capacities as well as those of MSME representatives through various workshops and study tours to the EU. Moreover, we helped to boost the visibility of the municipality for potential investors by training local and regional officials, and will soon create a website showcasing Oni Municipality's investment potential.

"The project has proved the importance of unification of people from diverse sectors working toward common aims. Shared motivation gives us hope. As I see it, the clusters can motivate development among its members. I think that this marks a great 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*

## INTERNATIONAL TRADE

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.

We cover the following aspects in its international trade service:

- 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.

Mikheil Janelidze, Trade Policy Sector Lead at PMCG with representatives of Trade Central Asia (TCA) Kazakhstan and QazTrade at a border crossing point in Kazakhstan, observing the export processes.

## INDONESIA: FACILITATING EU MARKET ACCESS

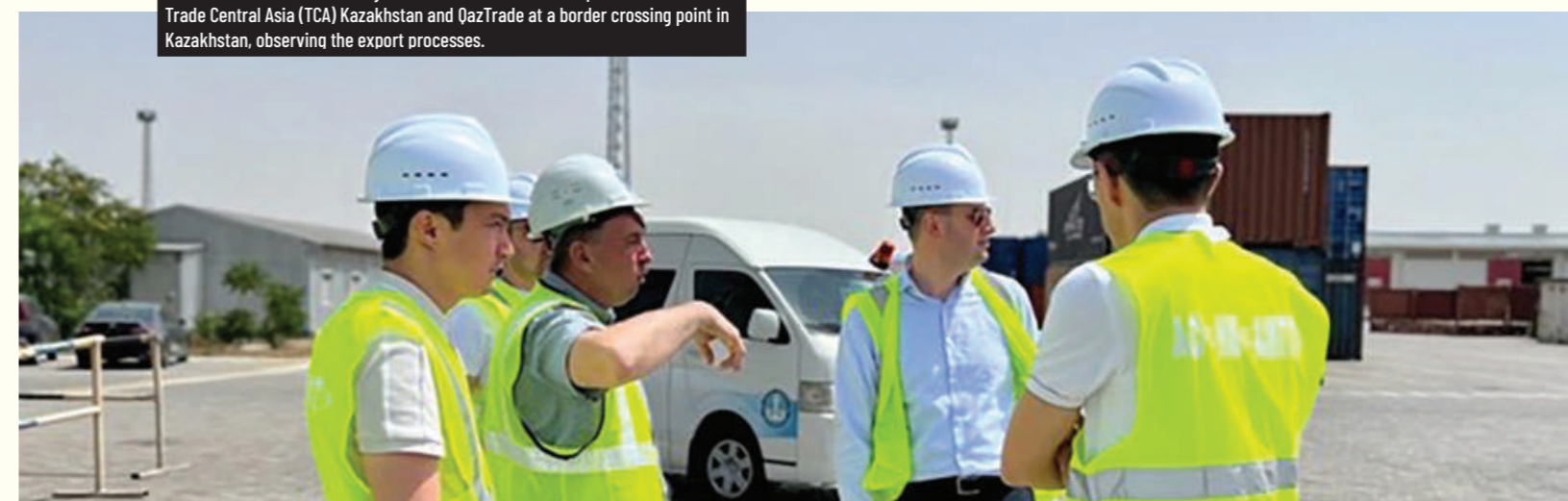
Throughout 2023, PMCG supported the Delegation of the EU to Indonesia and Brunei Darussalam in negotiations on a **free trade agreement (FTA) and EU market access, increasing trade and investment** between the EU and Indonesia.

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

While implementing the project, PMCG's team of consultants are gathering and analyzing information to provide substantial technical and analytical background information so that the opportunities and challenges in the legal and administrative framework could be fully understood. We will also draw preliminary conclusions on 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.

## EMPOWERING TRADE IN CENTRAL ASIA

In 2023, PMCG continued assisting Central Asian countries to design and implement policy, legal, and regulatory reforms. The aim of doing so is to boost trade connectivity, harmonize customs and border procedures, and promote economic growth as part of USAID's Trade Central Asia Activity, led by DAI Global. In particular, PMCG set out to facilitate the seamless movement of goods across Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan by improving efficiency and cost-effectiveness.



### Improving Tajikistan's "Authorized Economic Operator" Institution

This year, an important aspect of this program was the advancement of Tajikistan's authorized economic operator (AEO) institution. Here, PMCG was engaged in analyzing and improving the AEO, and heightening its potential appeal. We assessed it from a private-sector perspective and developed recommendations. Ultimately, it is fostering a favorable business environment in Tajikistan, stimulating trade opportunities and driving economic growth.

### Supporting Export Optimization and Legislative Enhancement in Kazakhstan

PMCG assisted in export optimization and legislative improvements in Kazakhstan. By analyzing existing export procedures, regulations, and practices, we have identified areas requiring enhancement. With those in mind, it also proposed comprehensive legislative changes intended to boost export efficiency, reduce time and cost, and improve the business environment overall.

### Building Capacities in Kazakhstan, Uzbekistan, and the Kyrgyz Republic

To build capacities and promote knowledge-sharing in Kazakhstan, Kyrgyzstan, and Uzbekistan, PMCG organized national and regional meetings. In addition, we arranged training courses and events. Specifically, customs administrations, industry experts, and government officials were the main beneficiaries. The activities focused on critical topics such as risk management, strategic management, project management, and training of trainers. Moreover, by providing innovative approaches to always-evolving international trade, PMCG equipped stakeholders with the necessary skills and knowledge to navigate the sector's complexities.

"I believe that PMCG's expertise in fostering resilient economies is significant. We have earned this through hands-on experience in key areas, including expanding markets, seamlessly integrating into regional and global markets, developing and implementing smart industrial policies, enhancing export competitiveness, and optimizing trade facilitation processes."

**MIKHEIL JANELIDZE,**  
Trade Policy  
Sector Lead at PMCG



### SUPPORTING THE CARIFORUM-EU ECONOMIC PARTNERSHIP AGREEMENT (EPA)

During 2023, PMCG worked 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, the project **strengthened advocacy in conducting business in the EU and increased transparency** with respect to a number of provisions, thereby contributing to attaining improved preference utilization rates by EU exporters.

Throughout the project, funded by the EU and implemented by a GOPA-led consortium, the team will provide technical

expertise on priority sectors for EU trade and investment, including an outline of the EPA's relevance thereto.

To achieve its objectives, the project team is preparing a comprehensive and horizontal cross-sectoral digital paper on the business and investment climate, focusing on the ease of doing business. Moreover, 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.

### ENHANCING CAPACITIES OF THE CENTRAL ASIA REGIONAL ECONOMIC COOPERATION (CAREC) COUNTRIES IN THE DESIGN AND IMPLEMENTATION OF FREE TRADE AGREEMENTS (FTAS)

In 2023, 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 (Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan,

Mongolia, Uzbekistan, Turkmenistan, Pakistan, and Tajikistan) and development partners to accelerate economic growth and poverty reduction, guided by an overarching motto of "Good Neighbors, Good Partners, and Good Prospects."



Kazakhstan, Kyrgyz Republic, and Tajikistan representatives on a two-day training in Almaty, Kazakhstan to prepare for potential free trade agreement (FTA) negotiations.

In January, we conducted a three-day CAREC Regional Training of Trainers in Tbilisi, Georgia covering design, negotiation, and implementation issues regarding FTAs. This included an e-learning phase with 12 modules on the CAREC Institute platform and an in-person workshop focusing on negotiation simulations and practical exercises. The aim thereof was to strengthen the capacities of experienced officials responsible for FTA negotiations.

“At this significant event, we brought together representatives from 10 countries, encompassing diverse sectors such as trade and finance, as well as various ministries. Our goal was to apply theoretical knowledge and practical skills to their work, promoting the exchange of insights with their colleagues upon their return to work.”

**ZULFIA KARIMOVA,**

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

Moreover, we conducted a national workshop on a potential CAREC-wide FTA in Georgia, Pakistan, Uzbekistan, Turkmenistan, and Azerbaijan. Such workshops are aimed at building a national consensus in the CAREC developing member countries whose governments have expressed the biggest interest in pursuing CAREC-wide FTA negotiations. In addition, the workshop contributed to raising awareness of the potential of the CAREC region and the potential effects of a CAREC-wide FTA, triggering national public discussion on the topic and targeting national stakeholders including the public and private sectors, labor unions, civil society, and other interested parties.

In May, **PMCG brought together a total of 29 participants from Kazakhstan, the Kyrgyz Republic, and Tajikistan for a two-day training activity in Almaty, Kazakhstan.** This provided an overview of both the substantive and procedural/organizational/strategic aspects of preparing for and successfully completing trade negotiations in specific areas of policy expertise, including **e-commerce, investment-related provisions of FTAs, digital trade provisions in FTAs, and trade in services.**

“I am sure that this training enriched the skills of all participants and when they go back home they will use the skills and knowledge gained. CAREC countries are all interconnected; their economies are interconnected too, and programs and forums like these can really bring these countries even closer together. Building such connections will definitely help these economies to grow.”

**QAMAR ZAMAN,**

*Director General, Ministry of Commerce of Pakistan*

“PMCG is actively shaping Central Asia’s trade landscape as part of the USAID’s Trade Central Asia Activity. Our initiatives range from strengthening Tajikistan’s Authorized Economic Operator institution to streamlining exports in Kazakhstan, while also working towards building capacities across the entire region. Our commitment is to promoting effective cross-border trade, minimizing inefficiencies, and catalyzing economic growth throughout the region.”

**MEDET TURSALIEV,**

*Customs and Borders Consultant at PMCG*



## GOVERNANCE AND DEMOCRACY

### UKRAINE: USAID GOVERNANCE AND LOCAL ACCOUNTABILITY (HOVERLA) ACTIVITY

Since 2021, PMCG has been engaged in the USAID Governance and Local Accountability (HOVERLA) Activity in Ukraine, led by DAI Global. This program is designed to support Ukraine to advance the self-reliance of its local governance including with respect to legislative reforms, participatory strategic planning methodologies, service improvement, local economic development, civil society engagement, and building the capacity of sub-national government entities.

In 2023, PMCG’s contributions in the HOVERLA Activity spanned the following diverse areas, underpinned by a comprehensive approach to improving local governance, economic development, and infrastructure management in Ukraine:

- **Spatial Planning and Asset Management:** PMCG continues to play a key role here through the development of the GIS Analytical Portal of the Region (Interactive Map), an intelligent system enabling data analysis and informing management decisions. This platform utilizes advanced mapping technology and comprehensive datasets to empower local governments and decision-makers, facilitating prudent decisions, strategic planning, and resource optimization. It features an interactive map providing concise information on various areas of the region’s development, including socio-economy, environment, infrastructure, and all community

assets. The GIS Portal has been a critical tool during the war, offering support to displaced Ukrainians and their businesses.

- **Local Economic Development (LED):** PMCG provides technical guidance in the preparation and implementation of large grants in the LED field. This includes supporting the development of strategies for communities, local performance programs, and economic profiles. By fostering LED, PMCG contributes to the financial sustainability and growth of local communities across Ukraine, showcasing its expertise in economic development planning.
- **Institutional Capacity Building in Asset Management:** PMCG works to strengthen the institutional capacity of local governments and their executive bodies in asset management. This involves developing Municipal Property Registers to assist in accounting for communal property assets, ensuring their use is efficiently monitored. In addition, PMCG also provides direct consultations for local government specialists on various aspects, including land lease relations, land management documentation development, and legal issues related to communal property.
- **State Strategy for Regional Development:** PMCG has been collaborating with the Ministry of Reconstruction to update the State Strategy for Regional Development. In particular,



Gathering in Transcarpathia, Ukraine, with representatives from deoccupied communities in Mykolaiv, Sumy, Chernihiv, and Kharkiv regions to better understand the USAID HOVERLA Project, learn more about assistance opportunities, discuss the challenges faced by their communities, and formulate a list of priority directions for cooperation with the project.

its contributions here include proposals for harmonizing strategic planning, economic forecasting, and targeted programs at regional and local levels. Moreover, PMCG also focuses its efforts on the institutionalization of regional and local economic development, shaping comprehensive and financially sound strategies at the national level.

- **Construction and Reconstruction:** PMCG supports local governments to identify their infrastructure reconstruction needs, develops construction implementation plans, and conducts needs assessments. Specifically, the PMCG team ensures transparency in design and costing, coordinating closely with local governments. Ultimately, PMCG plays a crucial role in overseeing reconstruction activities, promoting accountability and effective project execution.
- **Own-source Revenue:** PMCG has assisted the Activity in drafting an activities and implementation timeline, contributing to own-source revenue (OSR) generation in the selected communities. A hired expert conducted a brief needs assessment of selected communities on their capacity for OSR given their limited resources and identified potential ways in which the HOVERLA Activity could offer support. The

## UKRAINE, GEORGIA: DISINFORMATION CHALLENGES IN THE FACE OF FOREIGN MILITARY PRESENCE

Throughout 2023, PMCG, in partnership with the Civic Resilience Initiative (CRI) of Lithuania, worked on the project entitled “Contemporary Disinformation Challenges in the Face of Foreign Military Presence” project.

The main objective of this project is to deliver training sessions to media professionals in Georgia, Ukraine, and Armenia. These sessions are complemented by an educational package designed for media representatives, focusing on the real-time identification of disinformation. In the process, participants are motivated to contribute articles to their local newspapers, identifying and countering disinformation. Furthermore, the initiative seeks to empower media representatives to conduct social media campaigns dedicated to recognizing and combating disinformation, encouraging them to share their findings on various social networking platforms.

expect also provided the HOVERLA Activity with a final report consisting of recommendations for certain regions, proposing possible study tours to municipalities demonstrating the best international practices. In addition, a presentation was given and a training titled “International experience of administration of local taxes and fees” was conducted.

- **Coaching Program for Municipal Leadership:** PMCG designed the Coaching Program for Municipal Leadership for 76 participants, including mayors of CTCs of 9 HOVERLA oblasts and officials from the State Emergency Service of Ukraine. The Coaching Program included a 2-day online training for 70 participants (CTC mayors and SES officials) and five 45-minute in-person sessions for every participant to prepare and/or monitor individual coaching plans. The trainers developed trusting and professional relationships with their clients, creating a conducive climate for their ongoing cooperation.

To achieve the project objectives, PMCG is preparing a training package and methodology for the sessions in Ukraine and Georgia, encompassing both online and face-to-face elements. Moreover, PMCG is committed to delivering the training sessions, while monitoring the quality of the services provided and assessing post-training activities as well.

Upon the successful implementation of the project, the participating media representatives will be better equipped and more motivated to publish articles addressing disinformation issues. In addition, they will incorporate the taught methodology into their future work, and the online users reached through these efforts will similarly adopt this methodology to verify information, thereby stopping the spread of “fake news.”

## ENHANCING LOCAL GOVERNANCE

Since 2022, PMCG, as a subcontractor of Tetra Tech, has been working on the USAID Local Governance Program, which aims to enhance the effectiveness, accountability, and citizen-responsiveness of targeted local governments, strengthen accountability across the local governance ecosystem, and foster inclusive and user-centered public services at the subnational level. Moreover, it supports central-level institutions in managing decentralization and public administration reform. Running for five years, the program **will bolster a minimum of 22 municipalities, by providing learning, exchange, and outreach support and activities.**

**In 2023, the program in cooperation with PMCG supported 11 partner municipalities,** namely Rustavi, Marneuli, Dmanisi, Bolnisi, Ozurgeti, Chokhatauri, Batumi, Mestia, Lentekhi, Kutaisi, and Tkibuli. In particular, we assisted Rustavi City Hall in introducing its first-ever adapted municipal service center, and supported other partner municipalities in developing internal audit quality assurance systems to enhance public finance management (PFM) systems. Elsewhere, we conducted studies designed to increase local revenues and aided Dmanisi and Tkibuli municipalities in boosting the efficacy of their municipal social and healthcare services. In addition, we facilitated energy efficiency audits in Bolnisi and Mestia municipalities.

In the course of the project, we have also been actively supporting the Ministry of Regional Development and Infrastructure of Georgia in an independent mid-term evaluation of the 2020-2025 Decentralization Strategy, adjusting future goals and informing activities to increase the success of decentralization reform.

## STRENGTHENING NATIONAL GOVERNANCE

In 2023, we launched the USAID National Governance Program in Georgia as a subcontractor of DAI Global, aiming to enhance accountability systems, procedures, and mechanisms in both governing and independent oversight institutions, as well as equipping them to better serve and communicate more effectively with the public. Moreover, it intends to support the national government to strengthen the cybersecurity capabilities of key institutions to ensure the resilience of governance systems.

In the course of the program, PMCG has also been conducting a range of activities to increase the effectiveness, transparency, and accountability of governing institutions, to improve the effectiveness and independence of oversight institutions, and to heighten citizens’ demand for government accountability.

Specifically, **PMCG has contributed to strengthening cyber resilience and cybersecurity practices at the Administration of the Government of Georgia by delivering cybersecurity and cyber-hygiene courses.** Elsewhere, we have also been working closely with the Parliamentary Research Center and relevant parliamentary committees such as the Culture Committee, Education and Science Committee, and the Healthcare and Social Issues Committee in conducting a thematic inquiry into the inclusion of children with disabilities and students with special needs in art education at public and private institutions. Our engagement has also been notable in activities supporting the State Audit Office with auditing government performance and spending and improving data communication and interaction with key stakeholders.



The Design Thinking Workshop at the Rustavi Municipal Service Center focused on understanding the mobility needs of blind and visually impaired individuals, leading to the identification of specific priorities and the development of a Tactile Paving Plan based on the workshop’s findings.



A workshop on media reforms, which aimed to foster a discussion on the evolving landscape of media and the digital environment in North Macedonia.

## NORTH MACEDONIA: ALIGNING LEGISLATION AND MEDIA STANDARDS WITH EU PRACTICES

In 2023, PMCG, as part of an international consortium led by B&S Europe, concluded two separate EU-funded projects in North Macedonia. The primary objectives of both of these projects were to align legislation and media standards with EU practices.

First, the “EU for Human Rights: Mainstreaming Non-discrimination Concepts in Legislation” project strengthened the legal environment and reinforced the implementation of non-discriminatory practices in North Macedonia. Addressing recurring challenges associated with introducing equal treatment standards, the project contributed to harmonizing North Macedonia’s laws in accordance with Article 48 of the Law on Prevention and Protection against Discrimination (LPPD). Moreover, it strengthened the capacities of national authorities and policymakers to resist all forms of discrimination.

Furthermore, the “EU for Freedom of Expression: Alignment of National Media Legislation with the EU Acquis and Media Standards” focused on creating a legal environment that promotes freedom of expression, competitiveness, and sustainability in the media market, aligning national media legislation with the Audiovisual Media Services Directive (EU) 2018/1808. Specific activities here included identifying and addressing gaps in national legislation related to media standards and bringing it in line with the EU Media Directive and international standards. The project also helped to enhance regulatory policies addressing the challenges posed by technological developments and assessed the vitality and competitiveness of the media market.

## BOOSTING THE RESILIENCE OF GEORGIAN CYBER ECOSYSTEM AND MITIGATING NATIONWIDE CYBER RISKS

In 2023, together with TAG International, we continued to implement the UK-Georgia Cyber Partnership Programme funded by the UK’s Conflict, Stability and Security Fund (CSSF). The goal of the program is to enhance the resilience of the Georgian cyber ecosystem and reduce cyber risks countrywide. With support from the UK Embassy in Tbilisi, we have been engaging with a wide range of Georgian beneficiaries and stakeholders, focusing on maximizing the program’s impact.

The program supports the implementation and coordination of Georgia’s National Cyber Security Strategy. Working closely with cross-government stakeholders, we collaborate with the Office of National Security Council’s Information and Cyber Security Department to coordinate the delivery of the strategy. To this end, monitoring and evaluation guidelines were developed. We have also conducted training sessions to enhance the analytical capabilities of Georgian state agencies in cybersecurity.

**In 2023, we executed two campaigns increasing public awareness of cyber threats, how to report cybercrime and safe online behavior. Leveraging various channels, these campaigns collectively gained approximately 20 million views.**

**This year, PMCG also participated in the Women in Cybersecurity initiative**, bringing together cybersecurity professionals to advance professional growth in the sector. The initiative focuses on fostering career development through activities such as sharing job opportunities, mentoring, training, and certification. In 2023, information sessions and awareness campaigns were arranged in five schools and five universities in Tbilisi.



Presentation of over 60 Value Chains Analytics (VCAs) and panel discussion with participants from the public and private sectors, as well as representatives of small- and medium-sized businesses, industry associations, and consultants.

## SUPPORTING THE INTEGRATION OF ETHNIC AND RELIGIOUS MINORITIES

Throughout 2023, we worked on the five-year USAID Unity Through Diversity Program, in partnership with the United Nations Association of Georgia (UNA Georgia), aiming to integrate ethnic and religious minorities into Georgian society. The program contributes to expanding and strengthening socio-economic connections between majority and minority communities, with the objective of establishing mutually beneficial business relationships.

**Accordingly, we have developed a specialized methodology and conducted extensive research across 12 municipalities with significant ethnic and religious minority populations, covering over 60 value chains. The insights gained therefrom and relevant recommendations were collated into 11 analytical reports, accessible to all interested parties.**

Furthermore, to identify foundational factors affecting the economic performance and integration of minorities in Georgia, PMCG conducted an economic analysis as an integral component of the Political Economy Assessment across 12 municipalities. In addition, we identified and assessed the main behavioral barriers faced by businesses in municipalities with significant ethnic and religious minority populations. According to the assessment, effective tips and recommendations were devised, which will contribute to the establishment of sustainable market connections between businesses.

## ENHANCING RESILIENCE OF 93 COMMUNITIES

In 2023, as part of a CNFA-led consortium, we continued our work under USAID’s Resilient Communities Program, which aims to boost the resilience of 93 communities near Georgia’s administrative boundary line and other areas vulnerable to external threats. Our contribution has thus far involved designing market systems analysis, evaluating municipal strategies, strengthening the capacities of community-based organizations, and overseeing interventions (including infrastructure investments).

The main focus of the program in 2023 was on supporting the development of municipal development strategies and action plans for target municipalities. Along with local government representatives and after intensive working meetings, PMCG developed municipal development strategies and action plans for five municipalities and submitted them for approval. In addition, we, with representatives of local self-governments and communities, coordinated the development of a methodology to select and evaluate infrastructure projects focused on sustainable growth.

## PUBLIC FINANCE MANAGEMENT (PFM)

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.

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.

### PMCG STEERS JORDAN TO 100% E-TENDERING UTILIZATION RATE

This year, Jordan achieved a significant milestone in its public procurement system with the successful implementation of e-procedures. Such digitalization **now supports the management of mega construction project tenders, totaling USD 3 million.** This landmark achievement is attributable to the five-year Public Financial Management and Administration (PFMA) Activity, in which PMCG is engaged as a subcontractor of DAI Global.

Building upon PMCG's strategic action plan, Jordan's e-procurement landscape has evolved remarkably. In particular, the plan foresaw the rapid adoption of the Jordan National E-Procurement System (JONEPS). Furthermore, it included comprehensive on-the-job training for central purchasing bodies on JONEPS and a new procurement by-law. Consequently, **e-procurement utilization soared from a rate of 47% to 100%**, greatly enhancing the effectiveness and efficiency of mega construction project tenders.

Financially, this development also keeps costs down as the streamlined process simplifies construction tenders, increasing access to public tenders for private sector institutions. Moreover, it fosters fair competition and enables the detection of wrongdoing, thereby ensuring a more level playing field. Ultimately, the Government of Jordan (GoJ) is now better positioned to make optimal use of public resources and taxpayers' money.

"We opened the two-envelope construction tender process according to government procurement regulations. Vitally, for this kind of tender, the full utilization of JONEPS was a first, and a significant milestone in Jordan's e-procurement history. This reflects the high level of transparency and integrity exhibited by the Government Tenders Department's (GTD) management and staff,"

**MAHMOUD KHLIAFAT,**  
H.E. Director General of the Government Tenders Department (GTD)

### INTRODUCING INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS (IPSAS)

In 2023, PMCG, in an initiative funded by World Bank, introduced the International Public Sector Accounting Standards (IPSAS) to the Ministry of Education and Science of Georgia, thereby contributing to **better accountability and transparency in its public finance spending.**

In the course of the project, PMCG produced an analytical report on the regulatory framework and current practice for accounting and reporting in the Ministry, and provided recommendations thereon accordingly. We also devised an accounting policy document and corresponding training materials for the central apparatus of the Ministry and its sub-organizations. Moreover, PMCG **delivered a methodological video training module on the introduction and application of the new accounting policy.** A further element of our involvement was the conducting of training sessions and workshops for stakeholders.

"I am very grateful to the whole project team as I think that this reform marks another step forward for the Ministry. It ensures adherence to international standards in accounting, minimizes the risk of errors, and facilitates the preparation of individual balance units, financial statements, as well as consolidated statements for the Ministry."

**MARIAM TABATADZE,**  
Head of Economic Department at the Ministry of Education and Science of Georgia

### ENHANCING PFM IN EGYPT

Since 2021, PMCG has been working in Egypt on an EU-funded program to contribute to the PFM reform process initiated by the Egyptian government and the Ministry of Finance (MoF).

The project revolves around two main components: demand-driven support for the Egyptian government; and steering Egypt towards further **reform of its PFM system with an emphasis on program-based budgeting (PBB)** and possibly gender-responsive budgeting. The latter component envisages ad-hoc technical and legal advice as well as capacity building and trainings for beneficiaries. Furthermore, PMCG is providing direct support to the Delegation of the EU in Egypt in budget support eligibility assessment, pinpointing EU actions to support government efforts, and enhancing policy dialogue with the MoF.

"By advancing nations through prudent public finance management (PFM), sound fiscal policy and procedures serve as the fundamental pillars in the course of unlocking potential, achieving prosperity, and nurturing lasting well-being."

**DAVID LEZHAVA,**  
Director, Public Sector





Aleksi Aleksishvili, CEO and Chairman at PMCG, welcomes a delegation from the Tax Authority of the Sultanate of Oman to Georgia, sharing insights on enhancing tax administration.

## A FOCUS ON TAX ADMINISTRATION IN THE SULTANATE OF OMAN

This year, PMCG deepened its collaboration with Oman, including hosting a delegation from the Tax Authority of the Sultanate of Oman in October, where insights on enhancing tax administration were shared.

During the study tour, the Omani delegation explored the operations of Georgia's Revenue Service. In doing so, its members gained in-depth knowledge of the Service's functions and ongoing reforms in tax administration. Key areas included electronic services such as web portals, web pages, methodological databases, e-invoices, e-waybills, and electronic cash registers. In addition, the delegation learned about staff development initiatives, compliance risk

management, data warehousing, tax control, and transfer pricing. They were also informed about the dispute resolution processes within the Revenue Service and its tax debt management strategies.

Furthermore, the visiting representatives attended Georgia's Public Service Hall, where they were introduced to the innovative one-stop shop (OSS) concept. Subsequently, they explored the Customs Clearance Zone, a central hub for cargo clearance and shipment/collection, where various agencies and services are seamlessly integrated. During this visit, the delegation got to know about the general services offered here and gained valuable insights into customs reforms.

## ASSESSING PFM IN LOCAL GOVERNMENTS USING THE PEFA FRAMEWORK

Under the USAID Local Governance Program, PMCG as a subcontractor of Tetra Tech, this year started to assess PFM in the Georgian municipalities of Kutaisi, Marneuli, and Oni using the Public Expenditure and Financial Accountability (PEFA) Framework.

The Program is valuable supporting these municipalities in their efforts to strengthen their PFM credentials by assessing their PFM systems using PEFA indicators, and comparing the result with those of the 2019 assessment. In this process, a summary of changes over the last three years is being prepared, including goals achieved and progress made. Meanwhile, certain needs to ensure further PFM improvement

are being highlighted with a practical sequence of actions devised to strengthen reform and capacity development.

The project team is working toward fulfillment of the following objectives: assessing the PFM systems using supplementary guidance for subnational PEFA assessments; developing specific systems using additional gender indicators to promote gender-responsive PFM; examining PFM systems using additional gender indicators to promote gender-responsive PFM; revising Government Resolution N2735 and the related Memorandums of Understandings to align with the current vision of the MoF.

## INSTITUTIONAL 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 unites 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.

In September, PMCG hosted the 22nd International Society for Performance Improvement (ISPI) EMEA 3-day Hybrid Conference. The theme of this year's event was "Performance Management in Turbulent and Transitional Times," focusing on optimizing performance in dynamic and uncertain times. Indeed, in a rapidly changing and disruptive world, organizations face challenges in enhancing their performance across various sectors and industries.

The event was opened by: Aleksi Aleksishvili, CEO and Chairman at PMCG; Amy Stenoien, Director of Program Office at USAID Georgia; and Carol M. Panza, President at ISPI EMEA.

On the first day of the conference, the opening panel discussion was titled: "Performance Improvement in Turbulent and Transitional Times in Public and Private Service Delivery." Here, esteemed speakers included: Andrew Kaizer, Founder and President of Kaizen (a Tetra Tech company); David

## HOSTING THE 22<sup>ND</sup> INTERNATIONAL SOCIETY FOR PERFORMANCE IMPROVEMENT (ISPI) EMEA CONFERENCE

Dzebisashvili, HICD Program Manager at USAID Georgia; George Simongulashvili, Partner at GEC Consulting; and Jose Miguel Santos Gonzales, CEO at Georgia Global Utilities. Meanwhile, the session was skillfully moderated by Natia Zedginidze, Head of the Management School at Kutaisi International University (KIU)

The conference's second day revolved around the "Performance Improvement and Transitioning to a Green Economy" panel discussion. Speakers on this occasion were: Kamel Bouhmad, Deputy Country Director at ADB in Georgia; Giorgi Cherkezishvili, Head of Secretariat of the Investors Council at the EBRD; David Advadze, Head of the Division of Sustainable Development Promotion at the Ministry of Economy and Sustainable Development of Georgia; Maia Melikidze, Executive Director at the Georgian Renewable Energy Development Association (GREDA); and Archil Kokhtashvili, Head of the Electrical





Andrew Kaizer (Founder and President of Kaizen, a Tetra Tech company), David Dzebisashvili (HICD Program Manager at USAID Georgia), George Simongulashvili (Partner at GEC Consulting), Jose Miguel Santos Gonzales (CEO at Georgia Global Utilities), and Natia Zedginidze (Head of the Management School at Kutaisi International University (KIU)) at the "Performance Improvement and Transitioning to a Green Economy" panel discussion.

Regimes and Analytics Department at the Georgian State Electrosystem. In addition, the discussion was moderated masterfully by David Tsiklauri, Private Sector Development Advisor at USAID Georgia.

The "Supply Chain Resilience" panel discussion then followed on the third day. For this discussion, the speakers were: Gabriel Abraham, Chief of Party at the USAID Governance and Local Accountability Program (HOVERLA); Iain Rawlinson, Chief Commercial Officer, APM Terminals Poti, Poti SeaPort Corporation; and Olesya Zaluska, Chief of Party at the USAID Competitive Economy Program in Ukraine (CEP). Moreover, the discussion was moderated by PMCG's Aleksishvili.

"It was a real pleasure to be at the ISPI EMEA regional conference in Tbilisi and many thanks to PMCG and ISPI EMEA for putting this on. It was a really interesting conversation, and I really enjoyed hearing some of my fellow speakers on the panel talk about the changes that are necessary during disruptive times, and how difficult it is for leaders and organizations to adapt during them. So, it was great to have this chance to speak to other organizations and entities and also to see how many people had taken time out of their busy schedules to be there and take part in this event. I'm really happy that PMCG and other sponsors took it on and led the conference,"

**ANDREW KAIZER,**

*Founder and President of Kaizen (a Tetra Tech company).*



Members of the Jordanian delegation at the Customs Clearance Zone, exploring streamlined customs clearance procedures and electronic services.

## HOSTING A JORDANIAN DELEGATION

In November, PMCG hosted a delegation from Jordan, to exchange insights about Georgia's implementation of successful economic reforms. The main goal of their visit was to equip Jordanian government representatives with the knowledge and skills to apply similar reforms to Jordan's economy.

"This study tour has been an insightful journey into Georgia's remarkable economic reforms. We dug deep into topics related to foreign trade policy, economic policy reforms, and other issues associated with SMEs' development. I am excited about bringing the lessons learned back to my country (Jordan), and contributing to our ongoing efforts on our economic development journey,"

**THAMER KRAYEM AL-SHOSHAN**

*Technical Lead, Reform Secretariat, Ministry of Planning and International Cooperation (MoPIC) of Jordan*

During the study tour, the Jordanian delegation visited the Ministry of Economy and Sustainable Development of Georgia to engage in detailed discussion about already-implemented and ongoing economic policy reforms. Visitors were informed of success stories and current challenges, and also given an overview of Georgia's economic landscape. In addition, Georgia's commitment to liberal foreign trade policies was also highlighted. In particular, this entailed showcasing established trade regimes, streamlined customs procedures, low import tariffs, and minimal non-tariff regulations. Furthermore, the delegation also visited Enterprise Georgia, a key implementing partner of the "Produce in Georgia" initiative. This entity plays a vital role in providing business support, promoting exports, and attracting investments across various sectors in Georgia.



Members of the Jordanian delegation at the Ministry of Economy and Sustainable Development of Georgia exploring current economic policy reforms.

“I enjoyed the study tour very much. We learned a lot about Enterprise Georgia, specifically the program they provide for SMEs. It’s amazing. It’s so informative, and hopefully one day we can apply it in Jordan. Another thing I’ve learned is how Georgia conducts economic reforms and how these are coordinated among different ministries and government agencies. I also noticed that we have some similarities in terms of statistical systems, which is good to know,”

**SAUWSAN (M.H.) QUMHIYAH,**

*Researcher, Policies and Studies Directorate, Ministry of Investment (MoI) of Jordan*

The visiting Jordanian government representatives also gained insights into the Investors Council’s functions, activities, and initiatives. Specifically, the Council is an independent platform for public-private dialogue chaired by the Prime Minister of Georgia. It fosters dialogue between businesses, international financial institutions, donors, and the Government, ultimately contributing to the improvement of the business and investment climate.

Specifically, attending the Public Service Hall, which operates under the Ministry of Justice of Georgia, allowed the Jordanian delegation to witness first-hand the efficient provision of the majority of state services. Subsequently, representatives then visited the largest Customs Clearance Zone in Georgia, where they were educated about streamlined customs clearance procedures and electronic services. In addition, the delegation explored other significant entities in Georgia, including the Business Ombudsman of Georgia, the National Agency of State Property, the National Statistics Office of Georgia (Geostat), Tbilisi City Hall, and Tbilisi Municipality LEPL “Tbilisi Architecture.”

“On behalf of the Jordanian delegation, I would like to extend our appreciation to PMCG for hosting us in Tbilisi. This has been a rich experience, learning from Georgian officials about economic reforms, and their impact on the social and economic growth of Georgia,”

**NOUR SALAH EL DIN SHUQAIR,**

*Investment Lead at the Prime Minister’s Delivery Unit (PMDU), Jordan*

## HUMAN AND INSTITUTIONAL CAPACITY DEVELOPMENT (HICD)

Since 2021, PMCG, as a subcontractor of the Kaizen Company (Tetra Tech ARD) has been working on USAID’s five-year Human and Institutional Capacity Development (HICD) Activity in Georgia. In doing so, it has sought 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 playing an important role in strengthening the country’s self-reliance.

In pursuit of the project’s goals, PMCG implemented various projects for numerous organizations in 2023, including:



The representatives from the system of the Ministry of Economy and Sustainable Development of Georgia engaged in training on labor dispute resolution, encompassing consulting, recommendations, and mediation strategies.

- **Georgian Young Lawyers’ Association** - The project aimed to assist the Georgian Young Lawyers’ Association’s leadership, thereby enhancing its organizational effectiveness through functional analysis and the designing of an optimal new structure. This involved outlining specific responsibilities at both structural and individual levels empowering it with the capacity to achieve its mission and objectives more effectively.
- **Resorts Development Agency** - This project aimed to enable the Resorts Development Agency to fulfill its mandate more efficiently, set its mid- and long-term goals, adapt its objectives and activities to accommodate external conditions and requirements, improve its internal monitoring, evaluation, and control systems, and align the organizational setup and management systems with the set objectives.
- **Georgian Hazelnuts Growers Association** - The support provided under this project was designed to strengthen the Georgian Hazelnut Growers Association’s institutional capacities, strategic planning, and performance management and monitoring. To do so, a long-term organizational strategy and action plan were developed, with an updated organizational structure, guiding the association in implementing its ten-year hazelnut sector development plan.
- **Ministry of Economy and Sustainable Development of Georgia** - The goal of this project was to support the Ministry of Economy and Sustainable Development of Georgia (MoESD)

to implement a labor dispute management mechanism in its system effectively. Doing so enhances the Ministry’s reputation as a neutral and merit-based civil service institution that empowers its employees to communicate better, save time and litigation costs, and resolve disputes fairly.

- **Georgian National Tourism Administration** - The project was undertaken to enhance the long-term institutional and operational effectiveness of the Georgian National Tourism Administration through the development of a three-year organizational strategy and a two-year action plan.
- **National Agency of Public Registry** - The main aims of this program are to develop a unified framework for data creation, processing, storage, and access, with a view to institutionalizing an integrated data management system, and to issue personal data protection recommendations and an action plan aligned with domestic legislation, and in compliance with EU regulations.

Furthermore, 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 achieve continuous improvement. During 2023, PMCG delivered the following executive roundtables: Employee Motivation System; Fundraising for Zugdidi-based Associations/NGOs; and HR Administration System Modeling for Georgia’s Innovation and Technology Agency and the Georgian National Tourism Administration.

## ONBOARDING USAID PERSONNEL

In 2023, PMCG delivered an onboarding training program sharing essential contextual knowledge about Georgia for USAID personnel to have recently arrived in Georgia to assume leadership positions.

To equip international diplomats properly, the program aims to furnish them with a comprehensive and nuanced understanding of Georgia’s multifaceted dynamics. This will enable them to engage effectively, make informed decisions, and contribute positively to the efforts of USAID.

Therefore, the program provided participants with a well-rounded education of various aspects of Georgia including its political landscape, socio-cultural peculiarities, economic opportunities and challenges, foreign relations, and historical context.

Moreover, the program empowered USAID’s staff to navigate complex issues, foster respectful interactions with local stakeholders, and contribute effectively to diplomatic endeavors that support Georgia’s development, sustainability, and regional relationships.



Project Kick-off: USAID representatives meet with trainers at the inaugural meeting.

## OPTIMIZING 27 BUSINESS PROCESS FOR THE LARGE SUPERMARKET CHAIN

In 2023, PMCG worked with Ori Nabiji, one of Georgia’s largest supermarket chains, aiming to elevate the efficacy of its commercial operations. This involves PMCG conducting a comprehensive analysis of existing processes and the provision of recommendations to refine and optimize 27 organizational structures and associated business processes within the company’s commercial department.

Under this project, the alignment of organizational management systems and operational processes with the Ori Nabiji’s strategic priorities is being evaluated, along with the extent to which its processes are automated. Thereafter, detailed process diagrams will be developed, enabling Ori Nabiji to assess and enhance its existing processes.

“Enhancing organizational capacity plays a pivotal role in elevating the overall performance framework of an organization, serving as a key factor in delivering high-quality services to clients, constituencies, and a broad range of stakeholders.”

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



# 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. Along with 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.

## ENHANCING THE GENDER BALANCE IN THE TRANSPORTATION SYSTEM

In 2023, we concluded the EBRD project in collaboration with the Bakuriani Development Agency. The project aimed 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*

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.



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

**NATALI MESKHI,**  
*Bus Driver in Bakuriani*



A bus driver navigating through the streets of Tbilisi, Georgia

## ACCESSIBLE URBAN TRANSPORT SERVICES: ENSURING SAFETY AND EQUALITY FOR EVERYONE

Throughout 2023, we remained dedicated to fostering inclusivity in urban transport services in Tbilisi, Georgia. As a part of this project in the previous year, 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.**

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

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.**

"Although Georgian legislation provides for a wide range of rights and services available to refugee youth, the study showed that they often do not have sufficient information about them. Therefore, our recommendations to relevant stakeholders, whether they be representatives of the public sector, international organizations, or local NGOs working with refugee youth, are mainly related to raising awareness, as this is crucial in improving their living conditions in Georgia."

**SOPHO BASILIDZE,**  
Researcher at PMCG

## STRENGTHENING GENDER MAINSTREAMING IN PUBLIC POLICY

In 2023, PMCG contributed significantly to a UNDP-funded project, boosting the effectiveness of planning and implementation of evidence-based, participatory, and accountable public policy at the Ministry of Environmental Protection and Agriculture (MEPA) of Georgia. At every stage, the primary focus was on integrating gender mainstreaming.

To achieve the project objectives, PMCG conducted a needs assessment of the Ministry and delivered a tailored training package catering to the capacity needs of its staff. That package enhanced the staff's knowledge of how to take gender-equal approaches. In addition, it deepened their understanding of international and national legal frameworks, as well as how to conduct gender analysis and implement gender-sensitive indicators. Moreover, it outlined how to incorporate gender principles in budgeting and how to apply a gender perspective to policy development, action plans, and project implementation.

Furthermore, we provided support in developing internal procedure documents on public policymaking. In particular, these codified relevant mechanisms designed to institutionalize organizational and individual learning. PMCG also helped to establish a risk bank, with a specific focus on gender considerations.

## BRIDGING GAPS TO EMPOWER YOUTH SEEKING ASYLUM, REFUGEES, AND HUMANITARIAN STATUS-HOLDERS

PMCG completed the "Assessment of Youth Seeking Asylum, Refugees, and Humanitarian Status-holders in Georgia" study and presented its findings in May.

The study was initiated and funded by the United Nations High Commissioner for Refugees (UNHCR) in Georgia and assessed the current situation with respect to access to rights and services for asylum seekers, refugees, and humanitarian status-holder youth in Georgia.

As a result, recommendations were issued for stakeholders supporting refugee youth, aiming to increase the latter's awareness and knowledge regarding their rights and available services, and their access to services in relation to protection, healthcare, education and learning, transition to work, and participation and engagement.

"Promoting gender equality requires the collective effort of women and men, girls and boys, and representatives from both government and the private sector. It's everyone's responsibility to challenge and change the limiting perceptions of women's roles, supporting them in overcoming barriers and seizing opportunities."

**NATIA KAPANADZE,**  
Gender and Youth  
Consultant at PMCG



## EDUCATION AND SKILLS DEVELOPMENT

When identifying barriers to social and economic progress in many national contexts, one common shortcoming emerges: lack of quality education and skills. To address the, 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.

### A STUDY TO FOSTER NURSING AND MIDWIFERY SKILLS DEVELOPMENT

In 2023, PMCG studied the skills ecosystem for the nursing and midwifery occupations in Georgia and conducted a presentation thereon as part of a broad cooperation between the EBRD and the USAID Industry-led Skills Development Program. The primary objective of this collaboration is to enhance the skills of the healthcare workforce in Georgia.

In the process, an analysis of recent trends in nursing and midwifery was conducted, assessing the supply and demand of skills in the sector. Relatedly, challenges and opportunities in terms of inclusion in the sector were identified, and nursing and midwifery skills development practices in Georgia were reviewed. The study also examined international best practices in skills education for these occupations, provided an overview of policy measures supporting nursing and midwifery skills development, and developed country-specific recommendations and key messages. Ultimately, the study proposed an optimal format for an advocacy platform to promote the implementation of these recommendations.



### ENHANCING LEARNING OUTCOMES IN SECONDARY EDUCATION

In 2023, PMCG started assisting the ADB in its initiatives supporting the Government of Georgia (GoG) in implementing a new curriculum for the upper level of secondary education (grades 10-12). In the course of the project, PMCG, along with JVA partner Particip GmbH, is developing a comprehensive program for the proposed policy-based loans and investment project loans, while also building the necessary implementation capacity.

Crucially, we provide the Ministry of Education and Science of Georgia with advice, assessments, and technical inputs contributing to the design and finalization of evidence-based policy reforms under the policy-based loan program. In addition, PMCG is also completing a detailed policy matrix for policy-based loans and a detailed design of the investment project, while also fulfilling due diligence requirements. Its wide-ranging involvement also encompasses designing and planning program implementation arrangements, and assisting in the preparation of all documents required for the program's approval by the ADB board and the GoG.

Our efforts span various activities, such as analytical work, comprehensive due diligence reports on technical, financial, economic, institutional, gender, and socioeconomic aspects, providing guidance and support to ensure the prompt and smooth implementation of the investment project, as well as boosting the GoG's capacity.

### MIXED-METHOD EVALUATION OF US EMBASSY'S FOREIGN ASSISTANCE PROGRAMS

In 2023, PMCG continued to evaluate 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).

Through employing a mixed-method evaluation (comprising both quantitative and qualitative data), by 2024 the aim is to gain a better understanding of the effectiveness of these programs in relation to the desired results of building skills, developing positive attitudes, and increasing awareness among participants. In addition, it reviews the extent to which participants are harnessing the acquired skills, attitudes, and awareness after partaking in a given program, and the extent to which participants are implementing activities that exploit the knowledge gained after the program's conclusion.

# Facilitating Resilient Infrastructure Operations and Promoting Environmental Sustainability

2

ENVIRONMENT AND  
INFRASTRUCTURE  
DEVELOPMENT



# Facilitating Resilient Infrastructure Operations and Promoting Environmental Sustainability

To promote a seamless infrastructure and foster a sustainable environment, we concentrate on the following sectors:

- Climate Change and Biodiversity;
- Environmental Risks / Disaster Management;
- Urban Environment;
- Pollution;
- Natural Resource Management;
- Water and Wastewater Management;
- Waste Management;
- Energy Policy;
- Renewable Energy;
- Power Plants;
- Energy Transmission and Distribution;
- Energy Efficiency;
- Mining;
- Spatial Planning and Urban Development;
- Land Policy;
- Housing;
- Urban Transport; and
- Roads and Highways.

Specializing in

- Feasibility study;
- Biogas Extraction;
- Environmental Analysis;
- Land Use Plan;
- Technical Due Diligence;
- Resettlement;
- Fee Estimation;
- Asset Management;
- Water Resource Planning;
- Hydraulic Consulting;
- Health and safety;
- Permit Management;
- Construction Supervision;
- Plant Concept.

## ENERGY

### TRANSFORMING THE ENERGY SECTOR: ADVANCING WIND, SOLAR AND GREEN HYDROGEN TECHNOLOGIES

Throughout 2023, PMCG, together with Mercados Aries International and Integration GmbH, and funded by ADB, worked 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.

Within 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 the BESS; environmental and social studies, surveys, and consultations; and evaluation support.

PMCG has also been engaging in capacity-building activities to promote the green hydrogen potential of Georgia, encourage private companies to invest in Georgian electricity storage, and boost the development of renewable energy sources including green hydrogen.

## MOLDOVA: ASSESSING THE POTENTIAL FOR WASTE-TO-ENERGY (WTE) PRODUCTION

As of 2023 PMCG, as a subcontractor of Tetra Tech, began enhancing energy security and fostering sustainable waste management practices throughout Moldova under the USAID-funded Moldova Energy Security Activity (MESA). In the process, PMCG has been conducting a waste characterization study to determine Moldova’s potential for waste-to-energy (WTE) production.

PMCG has also been carrying out a waste composition study, identifying types and amounts of generated waste. In addition, it began determining the heating and calorific value of waste components over a one-year period. Meanwhile, PMCG has developed a methodology and has been conducting a study on the morphological composition of municipal solid

waste, covering spring, summer, and fall. For the latter study, samples have been collected from predetermined locations in Moldova, classified into 12 categories (e.g., organic, wood, and paper and cardboard), and then subjected to morphological analysis. Once the waste analysis during the winter season has been completed, PMCG will transport the collected samples from Moldova to a specialized laboratory in Romania for assessment.

Upon completing the morphological composition survey for all three covered seasons, PMCG will evaluate the municipal solid waste’s potential for WTE production. Crucially, this assessment will form the basis for the final phase of the project, where the most effective and environmentally friendly commercial



A waste composition study conducted in Moldova to identify types and amounts of generated waste.

technologies for WTE production within selected waste management regions (WMRs) will be chosen.

Ultimately, the project will contribute to the strengthening of Moldova’s energy security by increasing energy efficiency, and developing renewable energy sources. Specifically, it aims to establish a connection between the waste and energy sectors, unleashing the full energy potential of waste.



## TRANSPORT

### DRIVING THE TRANSPORT SECTOR FORWARD

In July, we introduced fresh and informed insights to Georgian transportation policymakers on Georgian railway shipment. A public discussion brought together policymakers and industry experts, who deliberated over the preferred systematic process for estimating the prime costs of railway transportation. The prime objective of doing so was to encourage educated analysis and effective decision-making within the railway industry.

The presented research was authored by Dr. Davit Gondauri, Associate Researcher at PMCG. Meanwhile, the research was peer-reviewed by Dr. Zviad Chkhartishvili, Commercial Relations Officer at APM Terminals Poti, adding a further layer of credibility to the findings. The event was moderated by Dr. Zviad Kharebava, Environment and Infrastructure Development Director at PMCG.

“I would like to emphasize that the theoretical and practical implications of the research performed by PMCG will encourage further discussion with Georgian Railway (GR) and even Middle Corridor stakeholders in order to form optimal tariffs and improve its competitiveness.”

**DR. ZVIAD CHKHARTISHVILI**  
Commercial Relations Officer at APM Terminals Poti







East-West Highway (Khevi-Ubisa Section).  
Source: Ministry of Regional Development and Infrastructure of Georgia.

## ENHANCING SOCIO-ECONOMIC DEVELOPMENT IN HIGHWAY-ADJACENT COMMUNITIES

Towards the end of 2023, PMCG focused its efforts on enhancing socio-economic development in communities along the Khevi-Ubisa and Shorapani-Argveta highway sections in Georgia, in an initiative led by the Roads Department of the Ministry of Regional Development and Infrastructure of Georgia, and funded by ADB.

In pursuit of the project goals, PMCG has been supporting the preparation of a training needs assessment report, and the creation of gender-sensitive training modules. Moreover, PMCG has been developing and delivering specialized two-day training modules for micro-entrepreneurs in the Shorapani-Argveta and Khevi-Ubisa sections of the East-West Highway, and ultimately a comprehensive final report will be published.

Once the project has been successfully completed, micro-entrepreneurs in the covered areas will be more skilled and empowered. Moreover, they will be better equipped to contribute to local economic development, leading to increased job creation, income growth, and overall economic improvement. In addition, the skills and knowledge acquired by the project participants is expected to result in a greater number of successful businesses and greater economic sustainability.

Ultimately, the initiative is envisioned to catalyze gender equality advancement and community growth, while encouraging significant contributions to local and national economic prosperity.



Meeting with the local population of Tetrtskaro municipality to understand their challenges in waste management.

## WASTE MANAGEMENT AND ENVIRONMENTAL PROTECTION

### ENHANCING PUBLIC AWARENESS AND PROMOTING ACTIVE ENGAGEMENT IN SOLID WASTE SERVICES PROVISION

“Having provided engineering and capacity building services in the area of water and sanitation, waste management, energy, urban planning, environment and climate change, we strive to achieve economic, environmental and social sustainability. Contributing to the improvement of people’s lives and creating a livable environment for our children is our biggest motivation.”

**ZVIAD KHAREBAVA,**  
*Director,  
Infrastructure  
and Environment*



In 2023, within the Kvemo Karti Solid Waste Project, financed by EBRD PMCG has supported the United Water Supply Company of Georgia (UWSCG) in bolstering public awareness and fostering active engagement in the provision of solid waste services in Kvemo Kartli.

More specifically, PMCG began developing an action plan corresponding to the project goals, which include preparing a communication methodology taking into account local needs and encouraging public participation. Furthermore, we have since been engaged in the implementation of the action plan, which entails conducting outreach meetings and sectoral trainings on waste management, ensuring adequate media coverage, and preparing a study tour for Kvemo Kartli residents.

Among other positive effects, these efforts will increase local residents’ awareness, and they will also benefit from environmentally friendly and non-hazardous waste management services, playing a significant role in the enhanced health and overall development of the region as a whole.

## EASTERN EUROPE – The Region in Focus

Since its inception, PMCG has been deeply involved in Eastern Europe, delivering impactful progress across all areas we operate in.

This year, in Ukraine, we have been engaged in various projects, including the USAID Governance and Local Accountability (HOVERLA) Activity, led by DAI Global. This program is designed to support Ukraine to advance the self-reliance of its local governance including with respect to legislative reforms, participatory strategic planning methodologies, service improvement, local economic development, civil society engagement, and building the capacity of sub-national government entities.

Moreover, in the course of the EU4Business Program “SME Competitiveness and Internationalisation,” we enhanced the capacities of 50 Ukrainian small and medium-sized enterprises (SMEs), with a focus on exporting to EU markets, and also strengthened the capacity of 36 local export consultants. The program was co-financed by the European Union and the German government, and is being implemented by GIZ.

Furthermore, in 2023, we partnered the Civic Resilience Initiative (CRI) of Lithuania to address disinformation challenges in both Ukraine and Georgia. In Georgia, our involvement spans a spectrum of projects covering a wide array of sectors, including public finance management (PFM), governance, economic growth, institutional development, gender and youth initiatives, education, cybersecurity, infrastructure and environment. Our efforts this year have yielded remarkable impacts.

Furthermore, this year, we, as part of an international consortium led by B&S Europe, concluded two separate EU-funded projects in North Macedonia, aiming to align legislation and media standards with EU practices.

In addition, in 2023 PMCG, as a subcontractor of Tetra Tech, began enhancing energy security and fostering sustainable waste management practices throughout Moldova under the USAID Moldova Energy Security Activity (MESA). In the process, PMCG has been conducting a waste characterization study to determine Moldova’s potential for waste-to-energy (WTE) production.

## AMONG THE FIRST IN THE REGION: NEW EU-COMPLIANT LANDFILL SET TO BENEFIT 300,000 RESIDENTS IN THE SOUTH CAUCASUS

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

At the end of 2023, the SWMCG signed a contract with Atlas Insaat Ltd on the commencement of the construction of a landfill in the Kvemo Kartli region. Once established, the new landfill will be in full compliance with EU regulations, thus setting a standard for the entire South Caucasus region.

Prior to the beginning of the landfill’s construction, PMCG conducted an array of valuable preparatory work including the elaboration of a scoping report as well as an Environmental and Social Impact Assessment (ESIA) study. The latter encompassed a number of relevant surveys, modeling, and site inspections. In addition, PMCG also completed a cultural heritage assessment report, a biodiversity survey, and air pollution and noise modeling. Meanwhile, in its provision of crucial assistance, PMCG assessed the possible levels of water pollution and compliance with the maximum dischargeable volumes (as set by local legislation). Moreover, PMCG also elaborated all of the environmental and social management monitoring plans in accordance with EBRD requirements.

With respect to engineering, has PMCG contributed to developing a detailed design for the landfill, covering various aspects such as disposal areas, the leachate management system, the biogas management system, stormwater management, internal roads, administrative buildings, the sampling area, and auxiliary infrastructure. Furthermore, PMCG has already provided a detailed design of the access road, and aided the SWMCG to obtain a national construction permit.

Another area in which PMCG has been deeply involved is tendering, as it has supported HPC/Paseco in preparing tender documents for the procurement of construction services, and assisted the SWMCG in the evaluation of tender participants and the overall management of the procurement process. Pertinently, a FIDIC contract was signed between SWMCG and a construction company.



## INTEGRATED SOLID WASTE MANAGEMENT SYSTEM

During the year of 2023, PMCG, as a sub-contractor of Fichtner, supported the Solid Waste Management Company of Georgia (SWMCG) in the implementation of its "Integrated Solid Waste Management Programme II, Kakheti and Samegrelo-Zemo Svaneti region, Georgia" financed by the Federal Republic of Germany through the German Development Bank (KfW). The project aims to introduce environmentally friendly integrated solid waste management systems in two regions of Georgia. 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.

We have already conducted a needs assessment on equipment for waste collection and cleaning services for the target municipalities, on the basis of which necessary equipment has been procured by the SWMCG with the support of implementation consultant, CDM Smith. Moreover, we have conducted capacity-building activities for the municipalities

on the proper operation of new equipment. In addition, to promote the financial sustainability of municipal waste management systems, we have supported the development of models for calculating gate and waste fees (i.e. the amount paid by the municipality to a landfill operator to dispose of 1 ton of waste). The models allow municipalities to estimate municipal costs of waste collection and street cleaning.

Ultimately, communication is key to the project's successful implementation, so we have assisted the SWMCG in holding focus group discussions with locals in the new landfill site selection process. Furthermore, for Kakheti communities, we supported the SWMCG in organizing a study tour to Adjara region to show how modern sanitary landfills operate.

## ADDRESSING THE CHALLENGES OF CLIMATE CHANGE

Since 2022, we have been working on the EU-funded project "Support to Environmental Protection and Fight Against Climate Change in Georgia," as part of a consortium led by NIRAS, aiming to enhance the health and wellbeing 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 reducing air and water pollution, supporting public institutions to create synergies between the strengthened productivity of forestry, aquaculture, the private sector (industry and agriculture), and environmental health through approximation of laws and regulations on uncontrolled activities, and raising awareness and changing behavior regarding climate change and environmental protection.

During 2023 in particular, PMCG worked on various aspects of the project. In terms of aquaculture, we allocated dedicated zones.

"During 2023, significant progress has been made in understanding the state of aquaculture in Georgia, including environmental impacts, food safety, fish health, and essential services for farmers. This progress is also attributable to several field missions undertaken by the Key Expert on Aquaculture and the collaboration with experts and various stakeholders such as the National Environmental Agency, National Food Agency, Georgian Amelioration, FAO in Georgia, General Fisheries Commission for the Mediterranean (GFCM) of FAO, and the Georgian Fish Farmers Association (GFFA), among others. Through these interactions, we identified common interests and recognized the benefits of our concerted efforts."

**FABIO MASSA,**

*Senior Consultant (Aquaculture)*

Meanwhile, with regard to forestry, it conducted an assessment in Shida Kartli, and developed maps of selected forest habitat types and GIS maps of Emerald sites in Akhmeta municipality and Racha-Lechkhumi.

Elsewhere, on the subject of environmental economics, we contributed to completing an air management plan for Tbilisi and has started putting together a cost-benefit analysis methodology for three innovative solutions in the construction sector, and a further three in the agricultural sector.

With respect to climate change, we helped to prepare a draft scoping report for climate change innovation technologies in the construction sector.

Elsewhere, of the EU's 20 Best Available Techniques (BAT) conclusions, five were translated into Georgian and are earmarked for further codification in relevant by-laws. The areas covered specifically by the BAT conclusions were: large combustion plants; waste incineration and co-incineration; cement, lime, and magnesium oxide; iron and steel; and intensive rearing of poultry and pigs.

Moreover, designated organizations have been assessing installations for compliance with BATs in specific areas.

"Enhanced waste management isn't just about a cleaner environment; it's our pledge to responsibly preserve our planet, fostering sustainability and minimizing pollution for a better future."

**RONI KVACHADZE,**  
*Senior Consultant, Environment*



## WATER AND WASTEWATER

### STRENGTHENING UZBEKISTAN'S WASTEWATER SERVICES

In 2023, PMCG started working on the "Accelerating Sanitation for All in Asia and the Pacific" initiative, funded by the ADB, aiming to enhance urban wastewater services within the city of Jizzakh/Djizzak in Uzbekistan by upgrading the existing sewerage system, providing wastewater treatment services, and strengthening institutional capacity. Ultimately, this initiative will benefit approximately 180,000 local residents.

Of note, the Djizzak Suvtaminot is the entity responsible for providing sewerage services for Djizzak/Jizzakh city, including the operation and maintenance of wastewater facilities. Pertinently, PMCG, as part of a consortium led by Integration Consulting Group, is committed to raising awareness of wastewater management among Djizzak Suvtaminot's employees through providing in-depth insights into wastewater operations and emphasizing their significance for the city.

Specifically, PMCG has been collecting and processing information, identifying existing gaps, preparing tailored training materials, and nominating individuals for training sessions. Ultimately, PMCG is empowering Djizzak Suvtaminot's workforce with the knowledge and skills necessary to contribute effectively to this sanitation initiative's enduring success.

### ENHANCING ACCESS TO A 24-HOUR WATER SUPPLY FOR 6,950 HOUSEHOLDS

Together with Temelsu, under the ADB-funded Sustainable Water Supply and Sanitation Sector Development Program, in 2023 we continued working on the Telavi Water Supply Project, aiming to ensure an uninterrupted 24-hour water supply for local residents. Prior to the project's commencement, only 18% of the municipality's population was connected to the network and had a 24-hour water supply.

The focus of the project is on enhancing the water supply system through the rehabilitation and construction of wells, transmission mains, reservoirs, and a distribution network with 6,950 household connections. In the process, PMCG has been reviewing the detailed design, and ensuring that the works are done in adherence thereto by supervising construction activities daily.

Moreover, PMCG continues to monitor both the physical and financial progress of the project, as well as the implementation of environmental mitigation measures.



### DELIVERING SUPERIOR WATER AND WASTEWATER SERVICES TO 33,000 COMMUNITY RESIDENTS

Since 2022, PMCG, together with Fichtner, has been collaborating with the United Water Supply Company of Georgia (UWSCG) to enhance the living conditions of people in four municipalities in Georgia's Imereti and Mtskheta-Mtianeti regions (Baghdati, Vani, Samtredia, and Kazbegi) through strengthening the supply of hygienically sound drinking water and environmentally safe sanitation infrastructure, as part of two related KfW-funded projects.

PMCG has also been providing consultancy services prior to the going into operation of the water supply network and wastewater network, as well as three wastewater treatment plants, preparing an Environmental and Social Impact Assessment (ESIA) and other relevant paperwork for two sites in Imereti region. At the project's final stage, PMCG will supervise the corresponding construction activities.

Meanwhile, we have been supporting the UWSCG to supply quality water and wastewater services through institutional, 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 - a collaborative workflow tool used to track and coordinate the implementation of funded investment projects. We are also supporting the process of assessing non-revenue water (NRW) produced by the UWSCG.

By the end of the project 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.

## ENGINEERING AND URBAN DEVELOPMENT

### SUPPORTING THE CONSTRUCTION AND OPERATION OF THE CENTER OF EXCELLENCE (COE) AND ENHANCING THE SKILLS OF 1,200 TRAINEES ANNUALLY

During 2023, PMCG worked with the Ministry of Education and Science of Georgia to support the **construction and operation of a greenfield "Center of Excellence" (CoE)**, which will now provide high-quality technical, vocational, and educational training (TVET) 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 the setup, institutional development, and smooth operation of the CoE.

### SUPPORTING ECONOMIC DEVELOPMENT AND SPATIAL PLANNING DOCUMENTATION

During 2023, PMCG contributed to enhancing the **spatial and economic development** of the Georgian city of Batumi in cooperation with the City Institute, through planning new urban developments, maintaining historical values and cultural heritage, rehabilitating and reconstructing degraded areas, and interconnecting various parts of the city. In particular, **PMCG has analyzed the economic profile of the city, and conducted research in urban planning.** It continues to help

### CONSULTANCY ON BUILDING THE EASTERN PARTNERSHIP EUROPEAN SCHOOL

During 2023, PMCG, together with Artstudio Project, supported 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).

Here, **PMCG this year contributed to elaborating tender documents for the selection of a construction company for the CoE, issued recommendations on environmental and social issues, prepared a dendrological assessment report, and developed terms of reference for a hydro-geological survey.**

The project is funded by KfW and is being implemented by PMCG, as a subcontractor of PEM Consult GmbH.

developing a general and spatial plan, including a strategy and viability assessment of Batumi Municipality.

As part of the project, PMCG has been **identifying and studying the most competitive sectors in Adjara region as a whole and in the city of Batumi specifically, assessing their competitiveness at the regional level** and presenting their medium- and long-term development prospects.

PMCG's engagement in this project extends to comprehensive support in the tendering and procurement processes for the new school. It is actively involved in scrutinizing local environmental and social standards, regulations, and laws.

"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, Governance, Innovation and Investment Policy*



# Providing Insights to Ensure Tangible Impacts

3

RESEARCH, ANALYTICS AND  
MONITORING AND  
EVALUATION (M&E)

# Providing Insights to Ensure Tangible Impacts

## SECTOR AND VALUE CHAIN ANALYTICS (VCA) TO ADVANCE DIFFERENT SECTORS

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.

Meanwhile, 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.

Specifically, as part of our services, we focus on the following:

- Policy Research;
- Baseline Study;
- Quantitative and Qualitative Survey;
- Developing Index;
- Sectoral Research;
- Value Chain Analytics (VCA);
- Program Monitoring;
- Program Evaluation;
- Data Quality Review; and
- Impact Evaluation.

In 2023, we continued to work on different sector and value chain analytics, including **“Tourism,” “Light Manufacturing,” “Creative Industries,” “Solid Waste Management and Recycling,” “Shared Intellectual Services,” and “Cross-cutting Services”** under the USAID Economic Security Program.

In partnership with the ISET PI, PMCG has been collecting industry-related data and analyzing economic trends, challenges, and opportunities on a semi-annual basis, identifying industry-related economic trends in regional and global contexts to highlight challenges and potential opportunities for economic growth. Moreover, it has been

increasing the capacity of the business associations of selected sectors/value chains to collect and process industry-related quantitative and qualitative data, to plan and implement research, as well as to advocate for their interests. 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 these industries, and on the other it provides access to statistics, helping businesses to make rational and favorable decisions and, consequently, grow.”

**TAMO GOGOLASHVILI,**

*Head of Voice of E-Commerce*



Representatives of business associations, government, and the USAID attending presentations of the Sector and Value Chain Analytics (VCA) reports.

## MIDDLE EAST – The Region in Focus

The Middle East holds a significant place in PMCG's strategic focus. This year has seen remarkable growth here, concentrating on enhancing public finance management (PFM) and fostering a business-enabling environment (BEE) in Jordan, Egypt, and Oman.

In Jordan, PMCG is engaged in two substantial USAID projects, namely the Public Financial Management and Administration Activity, led by DAI, and the Economic Reform Activity, led by Chemonics. Under the USAID Public Financial Management and Administration Activity, we have recorded some significant achievements including the implementation of e-procedures to digitalize mega construction project tenders. In addition, PMCG's strategic plan led to the swift adoption of the Jordan Online E-Procurement System (JONEPS), increasing e-procurement utilization from 47% to 100%. This streamlined process not only cuts costs but also boosts private sector access to public tenders, fostering fairer competition and ensuring optimal use of public resources by the Government of Jordan.

As part of the USAID's Economic Reform Activity, we have worked to boost economic competitiveness, economic reforms, and the business-enabling environment (BEE) in Jordan. In particular, the Aqaba Special Economic Zone's (ASEZ) regulatory framework governing the BEE was assessed. In the course of doing so, priority reform areas were selected and an action plan was developed to implement reforms targeted toward facilitating business activity and attracting investments to the ASEZ. Moreover, a comprehensive training program was carefully designed for Trade Policies Directorate employees at the Ministry of Industry, Trade and Supply (MoITS). In addition, Jordanian government entities responsible for bringing investment to the country were trained, among other pivotal activities.

PMCG also hosted a delegation from Jordan, to exchange insights about Georgia's implementation of successful economic reforms. The main goal of their visit was to equip Jordanian government representatives with the knowledge and skills to apply similar reforms to Jordan's economy.

This year, we also hosted a delegation from the Tax Authority of the Sultanate of Oman, aiming to share knowledge and experience in bolstering tax administration.

Meanwhile, we continued working in Egypt on an EU-funded program to contribute to the PFM reform process initiated by the Egyptian government and the Ministry of Finance (MoF).

## INTRODUCING THE USAID GEORGIA DIGITAL ECOSYSTEM COUNTRY ASSESSMENT (DECA) REPORT

In 2023, the Georgia Digital Ecosystem Country Assessment (DECA) report was released, having been prepared by PMCG, as a subcontractor of Resonance Global under the Digital Economy and Market Development (DEMD) Activity. The report presents a comprehensive analysis of Georgia's digital ecosystem. Moreover, it informs USAID/Georgia and other key decision-makers about how to better understand, work with, and support that ecosystem.

DECA, a flagship initiative of the USAID Digital Strategy, identifies opportunities and risks in a country's digital ecosystem. By doing so, it boosts the development, design, and implementation of USAID's strategies, projects, and activities. Primarily, it explores the following three pillars: "Digital Infrastructure and Adoption"; "Digital Society, Rights, and Governance"; and "Digital Economy."

### Georgia Digital Ecosystem Country Assessment's (DECA) Key Findings

The DECA report reveals that Georgia's digital ecosystem already has solid foundations on which to build. In particular, it has a relatively well-established physical and regulatory infrastructure, there is clear government commitment to digital government services development, there are multiple providers of digital connectivity, and various digital financial services (DFS) are offered. However, some challenges persist, such as unequal access to digital tools, skills, and services, as well as policy gaps and cybersecurity threats. Moreover, although the connectivity infrastructure in Georgia is generally well-developed, gaps remain in urban-rural connectivity.

Georgia aspires to become a regional digital hub. Pertinently, it seeks to enhance its connectivity with Europe, thereby reducing reliance on Russian connections and improving regional cyber-resilience. However, certain hurdles in Georgia's digital ecosystem hold up the realization of these aspirations. These include uncoordinated digital government stakeholders, underinvestment, and limited awareness among the public, all of which leads to the underutilization of digital services.

The DECA report also identifies specific areas that require attention. Among these, civil society organizations (CSOs) and independent media outlets need support to combat disinformation. In addition, the ICT workforce, though talented, suffers from a widening skills gap. Furthermore, digital



Representatives from different institutions attending the presentation of the study entitled "Challenges and Forms of Labor Relations in Georgia's Public Service."

financial services fuel innovation and fintech, but Georgia's highly concentrated market restricts competition in this regard. Moreover, the e-commerce penetration rate in Georgia is low and compounded by poor inventory management, a lack of modern handling solutions, a shortage of customer confidence in e-commerce platforms, and immature financial literacy skills among consumers. Meanwhile, startups are important drivers of the Georgian economy, but innovative and technology-driven startups find it difficult to access finance.



Check Out the Georgia Digital Ecosystem Country Assessment (DECA) Report

## PAKISTAN: FINAL EVALUATION OF THE "PROMOTION OF HUMAN RIGHTS IN PAKISTAN"

In 2023, we continued working on the final evaluation of the "Promotion of Human Rights in Pakistan," financed by the EU as part of a consortium led by B&S Europe under the EU's SIEA Framework Contract Lot 3, together with Evoluxer S.L.

The objective of this undertaking is to ensure an independent overall assessment of the performance of the program, with particular attention paid to: its different results as measured against the expected objectives; the reasons underpinning such results; and documenting the key lessons learned, conclusions, and related recommendations to inform and improve future interventions.

The overriding 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.

## FUELING PUBLIC ADMINISTRATION REFORM

This year, PMCG conducted a study entitled "Challenges and Forms of Labor Relations in Georgia's Public Service," examining the obstacles faced by state agencies regarding various forms of labor relations. Embracing the perspectives of multiple stakeholders, its findings were officially presented in November.

The study had two primary objectives: to **analyze common challenges related to labor relations among civil servants; and to assess the need to identify additional categories of personnel within state agencies that might require specific regulations.** Based on its findings, the study issued recommendations to tackle the highlighted challenges.

"Our long-lasting collaboration with the Civil Service Bureau dates back many years indeed. Financed by UNDP, endeavors such as this study play a crucial role in supporting the implementation of public administration reform in Georgia. Of course, we are very pleased to contribute to this particular process with evidence-based research."

**MARIAM BERIANIDZE,**

*Co-author of the study and a researcher at PMCG*

The study was conducted with the support of UNDP and the UK government, with the aim of promoting cooperation between CSOs and state institutions regarding ongoing public administration reform topics.





## MAURITANIA: EX-POST EVALUATION OF THE “STRENGTHENING THE RESILIENCE OF POPULATIONS DISPLACED BY INSTABILITY IN NORTHERN MALI AND SUPPORT FOR PEACEFUL COEXISTENCE BETWEEN COMMUNITIES” PROJECT

In 2023, we finalized the ex-post evaluation of the EU-funded “Strengthening the Resilience of Populations Displaced by Instability in Northern Mali and Support for Peaceful Coexistence between Communities” project in Mauritania.

A comprehensive independent evaluation of the project’s performance was delivered, with a particular focus on its final results, measured against its intended objectives. Furthermore, it revealed the reasons behind such results, and outlined the main lessons learned, conclusions, and related recommendations to strengthen current and future interventions.

The evaluation was conducted as part of a consortium led by B&S Europe.

## RWANDA: AGRICULTURAL SKILLS NEEDS ASSESSMENT AND COMPARING GENDER EQUALITY AMONG TRAINING OPPORTUNITIES

This year, we supported the European Training Foundation (ETF) in compiling information and data on the Rwandan labor market’s structure and functioning, the agricultural and agri-food processing sectors, and gender equality as a transversal theme.

As part of the project, we collected relevant literature on labor market functioning, selected economic sectors, and gender to complement the mapping conducted by the ETF. Moreover, publicly available data and statistics were collected, and so too were primary data and intelligence through structured interviews.

On that basis, a summary of findings was produced for both the labor market assessment and gender analysis, designed to then contribute to the country report to be produced by the ETF. The country report will also include a dedicated section on gender. This year, we supported the European Training Foundation (ETF) in compiling information and data on the Rwandan labor market’s structure and functioning, the agricultural and agri-food processing sectors, and gender equality as a transversal theme.

## PMCG RESEARCHERS PUBLISHED IN ACADEMIC JOURNALS

In 2023, PMCG's researchers had articles published in reputable international academic journals.

### *Simple but not Simplistic: Findings from a Theory-driven Retrospective Evaluation of a Small Projects Program*

ScienceDirect's Evaluation and Program Planning international journal recently published this article written by Larry Dershem (Practice Lead at PMCG, Monitoring & Evaluation), Mariam Berianidze (Researcher at PMCG), and Maya Komakhidze (Researcher at PMCG). The article is based on an impact evaluation conducted for the US Peace Corps in 2020.

From 2010–2019, the United States Peace Corps Volunteers in Georgia implemented 270 small projects as part of the US Peace Corps/Georgia Small Projects Assistance (SPA) Program. In early 2020, the US Peace Corps/Georgia Office commissioned a retrospective evaluation of these projects.

Its key evaluation questions were: "To what degree were SPA Program projects successful in achieving their objectives over the covered ten-year period?"; "To what extent can the achieved outcomes be attributed to the SPA Program's interventions?"; and "How can the SPA Program be improved to increase the likelihood of success for future projects?"



Check out the Full Article

### *Shortfalls of Deliberative Democracy in Georgia: Analysis of the General Assembly of a Settlement (GAofS)*

This article written by Tengiz Sultanishvili (Consultant and Researcher at PMCG) was published in the European Sociological Association's European Societies journal covering social life and culture in Europe, with a focus on economic and political challenges.

This article revolves around a study analyzing the reasons behind citizens' refusal to participate in public deliberation through the mechanism of the General Assembly of a Settlement (GAofS) in remote communities of Georgia. This paper draws on the existing academic literature on effective deliberation processes and looks at the reasons behind the public's disengagement therewith to explain the Georgian public's withdrawal from such deliberation processes. By applying an analytical framework, this article uses a case-study approach and qualitative research methods to show how cosmetic deliberation processes cause public disenchantment with engagement in local decision-making processes and reinforce public perceptions of civic participation mechanisms being pointless.



Check out the Full Article

"PMCG's mission is to deliver progress; and monitoring and evaluation is the structure and systematic process through which to measure and assess progress."

**LARRY DERSHEM,**  
Practice Lead,  
Monitoring and  
Evaluation (M&E)



## STUDY OF THE NEEDS OF UKRAINIAN REFUGEES

In 2023, we studied needs of Ukrainian refugees who are in Georgia and conducted a roundtable discussion.

The study was carried out with the support of the Konrad Adenauer Foundation (KAS) and aimed to assess Ukrainian refugees' needs, education level, and skills, as well as the labor market integration processes they encounter in Georgia. The ultimate goal of the study was to produce recommendations for stakeholders to develop needs-based services and support Ukrainian refugees in their integration into the Georgian labor market.

"The role of the private sector is critical in ensuring Ukrainian refugees' economic integration into Georgian communities. The local business sector may assist Ukrainian refugees in overcoming their obstacles by perceiving them not only as aid users but also as employees, producers, and consumers. Enhanced partnerships with the private sector may help businesses to play a more substantial role in supporting and empowering Ukrainian refugees to become valuable contributors to Georgia's economy,"

**TENGIZ SULTANISHVILI,**  
CSO Development and Advocacy Consultant at PMCG

## REGULAR ASSESSMENT OF THE BUSINESS ENVIRONMENT

In 2023, PMCG's work continued on the quarterly Business Association of Georgia (BAG) Index, Employment Barometer and biannual Investment Survey, which have been regularly produced since 2019 in collaboration with the BAG and the ifo Institute for Economic Research.

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

## SECTORAL ANALYSIS OF THE RETAIL INDUSTRY

In 2023, PMCG completed and presented a study, aiming to provide a timely overview of the market for primary consumption goods by analyzing the retail sector's position in the Georgian economy.

In the process, global retail trends and the retail sector's role in the Georgian economy were overviewed, including major economic indicators such as value-added and its contribution to the overall economy. Financial indicators of both the retail sector and the adjacent distribution sector were also analyzed to provide insights into financial patterns therein.

PMCG also conducted a comparative study of prices and competition for 12 pre-selected products in non-chain markets and Retail Association member companies (chain markets) situated in Tbilisi. The findings were integrated into the sectoral overview, offering valuable insights into the pricing of primary consumption goods among both chain and non-chain retailers.

Research and analytics have become increasingly important in today's world, as they can be used to identify challenges, uncover new insights, and apply them in the elaboration of development initiatives and the creation of policies aimed at enabling a better future.

By leveraging the power of research and analytics, individuals in businesses, governments, and non-profits can gain a deeper understanding of the current economic, business, and social landscape.

This enables them to make informed and well-founded choices, driving economic progress.

**GIORGI KHISHTOVANI,**  
Director, Research and Analytics



# PMCG's Milestones throughout its 16-Year History

## PMCG CORPORATION

- ▼
- 2023**
- 2021**  
Acquisition of Study & Assessment Ukraine
- 2020**  
PMCG Ukraine
- 2013**  
PMCG US
- 2012**  
Infrastructure and Environment Established
- 2010**  
PMC Research
- 2007**  
PMCG Establishment

## PMCG RECOGNITION

- ▼
- 2023**
- 2018**  
"Responsible Employer" Award at Georgia's Responsible Business Awards Meliora
- 2017**  
Gabriel al-Salem Foundation International Award "Consulting Without Borders"
- 2015**  
UNDP Gender Equality Award

## PMCG'S GLOBAL EXPANSION AND CLIENT GROWTH

- ▼
- 2023**  
FCDO Framework
- 2022**  
U.S. Department of State
- 2021**  
Latin America
- 2015**  
KfW
- 2014**  
South Asia; ADB
- 2013**  
The Middle East; Eastern Europe
- 2012**  
East Asia; JICA; GIZ
- 2011**  
Africa; Balkans; European Commission; EBRD
- 2009**  
Central Asia; USAID
- 2008**  
UN; World Bank
- 2007**



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