

TWINNING PROJECT FICHE

1. Basic Information

- 1.1 Publication notice reference: Europe-Aid/ 138870/DD/ACT/GE
- 1.2 Programme: Annual Action Programme in Support to Regional Development Phase II ENPI/ 2013 024-707.
- 1.3 Twinning Number: GE/13/ENPI/OT/02/17 (GE/30)
- 1.4 Title: Improving Infrastructure Quality through Better Planning Systems
- 1.5 Sector: Other
- 1.6 Beneficiary country: Georgia

2. Objectives

2.1 Overall objective:

Enhance capacities of the Georgian administration at national and local level in identification and preparation of infrastructural projects aiming at expanding investment opportunities for SMEs and assuring balanced development of Georgian territory.

2.2 Project purpose:

The purpose of the project is to support transfer of the EU methodology and standards to the relevant Georgian authorities on all levels (national and local) through approximation of legislation in the field of spatial planning, prepare local spatial development plans and enhance skills of Georgian administrations in identification and preparation of investment portfolios and projects aiming at infrastructural development.

2.3 Contribution to the Association Agreement (AA), National Development Plans:

This Twinning project is in line with key policy acts which have been approved in the previous years and contributes to the implementation of some of the main goals described in the relevant documents:

The EU-Georgia Association Agreement envisages sharing EU experience in the field of land use planning (AA article 373 paragraph 2 - “The Parties will cooperate to consolidate the institutional and operational capacities of Georgian institutions in the fields of regional development and land use planning”), as well as to enhance cooperation with relevant EU structures and programmes (AA article 374 paragraph 2(c) – “cooperation with, inter alia, the European Economic and Social Committee, and the European Spatial Planning Observation Network”).

The statements in Association Agreement in the area of regional policy, foresee development of mutual understanding and bilateral cooperation, including methods of formulation and implementation of regional policies, multi-level governance and partnership, with special emphasis on the development of disadvantaged areas and territorial cooperation. Special attention is devoted to establishing effective channels of communication and exchange of information and experience between national and local authorities, socio-economic actors and civil society. According to the Georgia’s development strategies (Social-Economic Development Strategy - Georgia 2020, Regional Development Strategy 2010-2017, Regional Development Programme (RDP) 2015-2017, 9 region specific development strategies) and the obligations derived from the EU-Georgia Agreements (Association Agreement, Association Agenda) important investments were directed towards the development of primary infrastructure in Georgia. The “Regional Development Programme of Georgia for 2015-2017” (RDP) is the first interagency programming document, which is based on and largely

in line with the EU Cohesion Policy and respective planning practices of recent decades.

The Programme represents a medium-term governmental document, defining main tasks, priorities and objectives of the regional development policy of Georgia. It creates a solid strategic framework for a balanced and sustainable socio-economic development.

3. Description

3.1 Background and justification:

Georgia is a highly diversified country in socio-economic and spatial terms. There is a significant misbalance between Tbilisi (and its surrounding) and the rest of Georgia. In addition, large disparities exist between all big cities (Tbilisi, Kutaisi, Batumi) and the rest of the country, which is predominantly rural. One of problems directly affecting prospects of growth and socio-economic development of the regions is in general low availability of to the modern infrastructure essential for attracting investment (like water supply, good quality road network, environmental protection facilities, education, health etc), This influences negatively the quality of provided public services and together with the low level of human capital and low capacity of administration to deal with development issues is a substantial barrier for increasing the number and value of private investment, especially in the most remote, rural and mountainous areas.

The priorities of the EU – Georgia Association Agreement for regional policy call for concentration in coming years efforts of the government in the area of regional policy on the finalisation of legal basis for regional policy in Georgia (Law on Regional Policy and the Planning System), further enhancing administrative capacity of Ministry of Regional Development and Infrastructure MRDI, other ministries and implementing agencies to deal with the regional policy, including programming, monitoring and evaluation, development of the coordination system between national level Regional Development Programme 2015-2017 and regional Action Plans. As regards investment the focus should be on improving conditions for long term investment and improving quality of life bringing in exchange more possibilities for balanced development of the country and individual regions and municipalities.

The Programme creates a solid strategic framework for a balanced and sustainable socio-economic development for 3 years and towards this end, it accumulates about 3.3 billion GEL to implement respective program priorities and concrete measures, mainly related to upgrading the most essential physical infrastructure. Furthermore, the Monitoring Plan for RDP implementation and detailed terms and procedures for the effective monitoring process was introduced and approved. On the basis of the Monitoring Plan RDP monitoring reports are prepared on annual and semi-annual basis and accepted by the Governmental Commission on Regional Development. They contain recommendations on improving effectiveness of the used regional policy mechanisms and instruments as well proposals for improving the overall efficiency of public policies promoting territorial cohesion.

One of the area which should be better addressed is improvement in coordination between various development partners and enhancement of the capacity of MRDI and relevant stakeholders at central, regional and local levels for identification and planning of infrastructure projects having the biggest socio-economic impact. Naturally, taking into account EU-Georgian Association Agreement, these processes should be based on existing EU methodology and standards and - where relevant - EU member states experience, especially those which built their capacity in this area recently.

This in turn should influence positively alignment with the EU best practices and common approach used for identification and planning of regional development projects and acquiring by administration the necessary experience to deal with the EU standards in this regard at national, regional and local level.

The possibility of preparation of good quality and effective realisation of regional development projects is conditioned by many factors ranging from ability to prepare multiannual project pipeline, effective management of the process of preparation, financing, observing environmental, state aid and public

procurement rules, etc. One of those crucial areas is also efficient spatial planning system allowing for fast and efficient territorial allocation of projects in accordance with existing and planned land use and public and private investment.

Meantime Georgian government, deriving from local and international obligations initiated the relevant steps in order to draft decentralization strategy, aiming at transferring decision making powers from central to local level. The project could be also considered as one of the steps forward to the decentralization process as the actions will also target local authorities.

Currently, the government of Georgia is working on a legal code on “Spatial planning and construction“, which has a special reasons and purpose:

In the recent years, the so-called “Construction boom” in the country has revealed that the state’s legislation in the light of shortcomings cannot respond to the international/EU standards and new challenges existing in Georgia. Thus, there is a need for the new regulatory framework in this area.

The goal of the code is the regulation, approximation and unification of legislation in the field of spatial and urban construction activities, as well as simplification of administrative procedures and transparency of the core legal institutions to maintain the stability.

Therefore it is necessary:

- To improve a legal technique and approximation of legislation, as legal institutions are scattered in different laws;
- To regulate under the law the issuance of construction permit;
- To develop national legal terms in compliance with international/EU standards;
- To regulate the building and the quality construction materials and technical norms under the international and European standards;
- To distinguish between the spatial arrangements and urban planning legislation, to outline specific tasks, objectives and guidelines;
- To determine clear and structured procedures for the spatial arrangement and urban contraction plans;
- To settle the arrangements for the neighbouring municipalities to organise the collective spatial planning opportunities;
- To develop a united system for spatial planning and etc.;
- As well as to develop the public regulatory legislation for the construction;
- To regulate the technical issues related to the construction material;
- To separate construction activities from industrial, infrastructural and other types of construction activities;
- To regulate the professional employment in the construction and etc.

In addition, the legislative planning for the code mentioned above will also cause amendments in approximately 20 different laws.

According to the code, Government is working on elaboration of the Spatial Master Plan, the basic conceptual document for coordinating spatial development. It will be prepared for the entire area of the country that will clarify and develop land-use planning goals and tasks in accordance with the development principles and the spatial development policy.

At the same time, it is of utmost importance, in accordance to the Spatial Master Plan to develop municipal Spatial Plans which will provide the concept for developing the municipality’s land, protecting land values and defining land, spatial and landscape configurations and the concept for public infrastructure. Municipal Spatial Plans should also define built-up areas, buildable areas and corridors, redevelopment zones, areas for public utilities and areas for publicly beneficial measures.

Georgian government is already taking relevant steps towards drafting the Spatial Plans for preselected territories, but further actions and support in this direction is steel needed.

Taking into consideration all above mentioned and the unexploited development potential of Georgia, it is of utmost importance, via sharing EU best practice, to develop central and local capacities in efficient land use planning and abilities of attracting external investments. Two interlinked components of the project could be the solid bases for further enhancing Georgian authorities’ capacities at central and local levels in developing

quality of planned infrastructure via efficient planning methodologies.

Project will be implemented through a mix of activities concerning legal approximation of the relevant legislation according to an inclusive and evidence-based methodology and in line with the better regulation approach in the field of spatial planning, development of methodology for preparation of infrastructural project portfolio identification as well as performing pilot actions according to the EU standards in 2-3 chosen municipalities.

Specific attention will be paid to ensuring that the policy development and legal approximation process supported under this twinning project will be according to the national framework on policy development and to the better regulation approach, supported also at the EU level. A better regulatory approach requires that the policies and legislation are prepared on the basis of the best available evidence and according to an inclusive approach involving both internal and external stakeholders.

In addition, project activities envisage involvement of all relevant stakeholders and citizens through awareness rising actions.

Furthermore, building on the lessons learnt and the Better Regulation agenda promoted at the EU level¹, this twinning project will contribute to the overall public administration reform in Georgia by ensuring specific attention to accountability and reporting lines between concerned institutions (agencies and ministries).

3.2 Linked activities:

Since 2005, the EU Delegation to Georgia, in coordination with other international donors (DFID, GIZ, USAID, UNDP/SIDA, OSCE and the CoE) have been increasingly supported the Government of Georgia in the sector of regional development. On-going support is focused on capacity-building at various levels (USAID Good Governance in Georgia G3 and Governing for Growth in Georgia G4G projects), strategic planning at regional and municipal levels (UNDP, SIDA, CoE) and municipal infrastructure development projects mostly financed through International Financial Institutions (IFI's – EIB, ADB, EBRD KfW) via credits and loans, including grants.

Since 2007 Georgia is promoting the participation of the NGO sector in the regional policy formulation and implementation process. In this regard, Georgia is actively participating in EU's regional and Eastern Partnership (EaP) initiatives, such as **Black Seas Cross Border Cooperation Programme (BSCBC)** involving 9 countries from the EU, IPA and ENI in the field of tourism, environment and culture, as well as **EaP programme for Territorial Cooperation** which aims at supporting the cooperation of Georgian-Armenian and Georgian-Azerbaijani bordering regions in tourism, agriculture and SME development.

Government of Georgia in the framework of the 19 million euro Sector Policy Support Programme Supporting Regional Development Reform in Georgia (SPSP Regional Development - Phase I) in 2013, finalized fulfillment of the Policy Matrix priorities. According to the EU assessment, compliance of fulfilling Policy Matrix obligations equaled to 95%. The Technical Assistance project of the above SPSP was finalized in April 2016 which also supported MRDI in implementing 30 million euro Sector Reform Contract for Regional Development (SRC Regional Development – Phase II). The SPSP Regional Development – Phase I envisaged 17 million euro budget support that was focused on implementation of reforms in the following four directions:

- Regional policy planning and implementation;
- Human resources management;
- Development of regional infrastructure and innovation capacities;
- Statistics and information for regional development.

In order to support Georgia in Regional Policy implementation process, in 2014, the European Commission and the Government of Georgia signed a 30 million euro Financing Agreement - "Sector Reform Contract in Support to the Regional Development - Phase II" (SRCRD). The bulk of the SRCRD consists of Budget Support which amounts to 26 million euro and 4 million euro is envisaged for the technical assistance aiming at implementing the SRCRD. This Twinning project is also part of the programme. Budgetary disbursement

¹ http://ec.europa.eu/info/files/better-regulation-better-results-eu-agenda-0_en

criteria is dependent on fulfillment of the reform actions undertaken by the Government of Georgia described in the Policy Matrix of the Agreement. This project is the part of the above SRC and will mainly be concentrating on developing Ministry of Regional Development and Infrastructure of Georgia² (MRDI) and relevant stakeholder capacities to gradually modernize Georgian Construction standards according to the EU and best international practice.

SRCRD is targeted on the following four reform areas:

- Promotion of Regional Cohesion
- Strengthening Policy Framework, Policy Design, Planning, Implementation and Monitoring Systems
- Reinforced Financial Management and Control System
- Improved Management Capacities and Information System

The overall objective of the Programme is to contribute to the growth and development of all Georgian regions and reduction of regional disparities, through supporting Government of Georgia in implementing 2015-2017 State Programme for Regional Development (RDP).

SRCRD is also supported via **Technical Assistance project – “Support Georgia in Regional Policy Implementation –Phase II”**, since autumn 2016 targeting at the following priorities:

- Support in enhancing capacities of national, regional and local authorities and institutions to plan/design, implement and report on integrated regional development policy framework throughout the country (RD Law, RDP, RDS, DPRs);
- Support MRDI, relevant stakeholders and implementing bodies in enhancing their capacities for monitoring and evaluation of the regional policy implementation;
- Support MRDI in guiding for setting up and equipping with the relevant capacities of the pilot Regional Development Agency(ies), as well as other applicable institutions involved in regional development.

One of the concrete topics considered to be implemented in the frame of the above TA project, and specifically under the component III, is to *“support sub-national public entities and Regional Development Agencies (RDAs) in preparation/modification of local Region specific strategies and programming assignments, including preparation of at-hand investment projects and/or portfolios and other necessary documents (Regional/Municipal Passports, etc)”*.

It's worth mentioning that the scope of the TA project is rather narrow and it is envisaged to concentrate more on developing capacities of RDAs (Mtskheta-Mtianeti Regional Development Agency), rather than sub-national public entities, which will be the target of this particular Twinning project.

Hence, it is important to underline that proper coordination among both, Twinning and the TA projects will be ensured through smooth operation of the Project Steering Committees that are comprised and managed by the same representatives from the beneficiary authority and also holding coordination meetings with projects' teams.

At the same time, the above approach will ensure effective synergy between the both projects involving experts from Twinning and TA side.

UNDP in cooperation with the leading development agencies in Georgia – the Swiss Cooperation Office for the South Caucasus(SDC) and Austrian Development Agency (ADA) in December 2012, launched 5-year project, which aims at advancing regional and local development by empowering the central and local administrations. The project is part of the UNDP's broader initiative in support of the local governance reform in Georgia, and runs in partnership with the Ministry of Regional Development and Infrastructure of Georgia. Main goals of the project are as follows:

- Support Georgia in implementation of the regional and local governance reform at the national, regional and local levels;
- Support national institutions, such as the MRDI in planning and running the reform process;
- Support regional and local administrations in order to perform their duties effectively and professionally;

² <http://www.mrdi.gov.ge/en/main>

- Encourage participation of communities and individual citizens in decision-making process.

UNDP in cooperation with the other development partners (SDC/ADA) is planning to launch 4 year project (2017-2020) aiming to support Georgian Government in advancing regional and local development through promoting nation-wide policy reform, strengthening institutional and human capacities of respective local and national authorities, improving municipal service provision and enhancing citizen engagement. The above project is the follow up to the UNDP previous 5-year project supporting MRDI in enhancing local governance reform. The main goals of this project are:

- Effective national, regional and local systems in place to steer inclusive regional and local development;
- Capacities of the local authorities enhanced to stimulate local economic development;
- Improved service delivery at the local level through advancing municipal performance and promoting innovation and knowledge sharing among LSG community;
- Enhanced citizens' participation in local policy making.

GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) in 2013 launched 4-year project aiming at supporting Governments of Georgia, Armenia and Azerbaijan in strengthening local democracy and public service delivery based on higher levels of transparency, accountability and citizen participation. Project cooperates with the governmental agencies and Civil Society Organizations at the national level, with pilot regions and municipalities and with transnational networks in above three countries. Project mainly concentrates on following three directions:

- Good Local Governance –sharing best practice relating to transparent, citizen oriented and efficient municipal financial management;
- National Framework for Municipal Development – support in improving policy and administrative framework;
- Governance at Sub-National Level –support in improving coordination and cooperation between the municipalities on the one hand and regional and central government on the other.

“Facility for the Implementation of the Association Agreement in Georgia” funded by EU (2015-2018) provides policy advice and capacity building support to the Georgian Government in coordinating the implementation of the Association, strengthening the institutional capacities of the line ministries and other public institutions to carry out the required reforms, including on policy development and legal approximation processes.

“Legislative Impact Assessment, Drafting and Representation” funded by EU (2015-2017) aims to improve the legal drafting process at the central level of government (through promoting better coordination among relevant entities, and introduction of the regulatory impact assessment of draft legislation) as well as the Government's international representation and reporting functions with special emphasis on the Ministry of Justice.

Technical assistance projects: AA Facility and Legal drafting, which support the elaboration of a unified methodology and provide capacity building to key institutions in the legal approximation processes.

3.3 Results:

Component 1

Strengthening capacities of the MRDI and relevant stakeholders at central and local levels (Ministry of Economy and Sustainable Development, Municipalities) to apply/use EU Spatial Planning and Land Use methodologies

Result 1.1:

Existing legal base on spatial planning and land use analysed and recommendations provided in compliance with the EU best practice

Indicators of achievement:

- Analysis of the relevant legal framework conducted and report developed;

- Recommendations , on the basis of assessment of legal base on spatial planning and land use and practice from EU Member States concerning the improvement of spatial planning allowing for effective investment planning and realization of infrastructural projects drafted;
- Consultations with relevant stakeholders conducted and consultation reports drafted;
- Amendments to the existing legislation in close cooperation with stakeholders according to an inclusive and evidence based approach prepared;

Result 1.2:

Guideline for development, drafting and adoption methodologies of spatial and land use plans elaborated for the state and the regional/municipal authorities, according to the EU / EU Member States best practice.

Indicators of achievement:

- Guideline for drafting spatial and land use plans including improved procedures for adopting spatial and land use plans elaborated and translated into Georgian language;
- Guideline introduced to all relevant stakeholders;

Result 1.3:

MRDI staff and relevant stakeholder representatives trained in spatial planning and land use guideline

Indicators of achievement:

- Training programme and training materials on application of guideline (including ToT) developed both in English and Georgian languages;
- At least 4 training sessions conducted for 80 representatives of the relevant authorities (MRDI, MoESD, local authorities) and reports prepared;
- At least 2 ToT sessions conducted for 10 selected trainees and training report drafted;
- A study visit for 10 representatives from MRDI, MoESD and local authorities for 5w/d organized in MS country regarding spatial planning and land use methodology and study visit report prepared;

Result 1.4:

Spatial and land use plans for 2 (or 3) pilot municipalities/settlements drafted

Indicators of achievement:

- Assessment of existing land use situation in pilot municipalities/settlements conducted and report on findings prepared;
- Spatial Development and Land Use Plans for 2 (or 3) selected municipalities drafted and submitted for local council for further consideration;
- Stakeholder consultations organised in each selected municipalities/settlements and consultation reports drafted;

Result 1.5:

Awareness rising actions performed for relevant stakeholders and local citizens

Indicators of achievement:

- At least 4 awareness raising meeting(s) and/or seminar(s) for relevant stakeholders organised at local level;
- Visibility and promotional materials developed and distributed among interested parties;

Component 2

Strengthening capacity of MRDI and relevant stakeholders at central and local levels for improved investment project portfolio identification and drafting methodologies, including environmental considerations based on the EU best practice.

Result 2.1:

Experience on developing and drafting methodologies of investment project portfolio identification, at the central and the regional/municipal level in the multi-annual perspective strengthened

Indicators of achievement:

- The EU MS(s) best practice on development of investment project portfolio shared with MRDI and other stakeholders (MoESD, local authorities), and recommendations based on Georgian reality provided;
- Guideline, for drafting multiannual investment project portfolios elaborated including strategic environmental assessment methodologies³;
- Round tables and consultation meetings with all relevant stakeholders (public and private actors) organised and consultation reports drafted;
- A study visit for 10 representatives from MRDI, MoESD and local authorities for 5w/d organized in MS country to share practical experience on development investment project portfolios and study visit report drafted;

Result 2.2:

Training programmes on application of the guideline prepared and implemented for MRDI and relevant stakeholders

Indicators of achievement:

- Training programme including curricula and training materials developed;
- At least 4 training sessions conducted for 80 representatives of the relevant authorities (MRDI, MoESD, local authorities) and training reports prepared;
- Train-the-trainer ToT programme including, methodology and training materials for selected trainees developed;
- At least 2 ToT sessions delivered for 10 selected participants and training reports drafted;
- A study visit for 10 representatives from MRDI, MoESD and local authorities for 5w/d organized in MS country regarding staff capacity building and delivery of training programmes, study visit report prepared;

Result 2.3:

Forecasting methods and supporting software used in the identification of infrastructure needs verified and acknowledged

Indicators of achievement:

- The current EU practice in using of forecasting methods in project planning introduced to Georgian counterparts;
- Needs analysis of existing methods used in project preparation conducted and recommendations developed;
- Guideline, regarding usage of forecasting methods in project preparation drafted at least for one selected sector;
- Training on best EU practices in forecasting methods and supporting software, at least for 80 participants

Result 2.4:

Pilot investment project portfolio drafted for (1 or 2) identified region and (2 or 3) municipalities⁴

Indicators of achievement:

- Prepared analysis of the current state of play in identified regions and recommendations for improvement presented;
- Project selection criteria elaborated based on the EU practice and introduced to all relevant parties (public and private);
- Project portfolio proposal drafted for selected infrastructure project/s of 1 or 2 region and 2 or 3 municipalities;
- Consultation meetings with relevant stakeholders, public and private actors organized in the process of drafting the project portfolios, consultation reports prepared;
-

Result 2.5:

³Spatial planning and land use legislation should be taken into consideration during development of the guideline.

⁴ It is recommended to develop project portfolios based on the proposal of projects identified within the regional strategies and regional action plans.

Guideline for investment project drafting methodology developed and documentation for identified projects for 2 (or 3) municipalities prepared.

Indicators of achievement:

- Guideline for investment project drafting methodology prepared and presented to all relevant parties;
- At least 4 trainings delivered on project drafting, for 80 trainees of MRDI and 2 or 3 selected municipalities;
- On job trainings provided to staff members of 2 (or 3) municipalities in project drafting as well as during project documents preparation process ;
- A study visit to MS for 8 relevant staff member of MRDI and selected municipality for 5 w/d to get acquainted with practical aspects of project proposal package development;
- Draft investment project proposals prepared in 2 or 3 selected municipalities;

Result 2.6:

Practical tools for evaluation and selection of infrastructural projects improved.

Indicators of achievement:

- Analysis of existing tools for evaluation and selection of the infrastructural projects and recommendations for improvement prepared;
- Guidelines for assessment of project effectiveness (including cost-benefits analysis, cost-effectiveness analysis) elaborated and agreed with relevant authorities;
- At least 4 training sessions delivered to 80 trainees of MRDI staff and other involved parties on project assessment methods and tools, training reports delivered;
- On job trainings provided to relevant staff involved in the evaluation and selection of infrastructural projects, recommendations for improvement provided based on the practical findings.

Result 2.7:

Awareness rising actions performed for relevant stakeholders and local citizens

Indicators of achievement:

- Awareness raising meeting(s) and/or seminar(s) for relevant stakeholders organised;
- Visibility and information materials for better usage of changes introduced and tools applied developed and disseminated to the relevant parties (local authorities, public and private sector)

The inclusiveness and evidence-based approach should be functional to all activities related to legislation alignment with EU standards and policy development / adjustment and should be consulted at the right time of the process with relevant internal and external stakeholders.

All the final documentation/reports, guidelines generated during the implementation of the project components provided in English and Georgian languages.

3.4 Activities:

Member State(s) is kindly requested to develop activities in the submitted proposal which are needed in order to achieve the results stipulated in the fiche.

Minimum two visibility events will be organized in the course of the implementation of the project; Kick-off meeting at the start of the implementation and the Final meeting at the end of the implementation of the project activities.

3.5 Means/ Input from the MS Partner Administration:

MS Project Leader may participate in the project also as the short-term expert (STE) and in this case the MS Project Leader should satisfy requirements stipulated in the fiche for both the Project Leader and the relevant STE profile.

3.5.1 Profile and tasks of the Project Leader

The MS PL will be expected to devote a minimum of 3 days per month to the project in his/her home administration. In addition, he will coordinate from the Member state side the work of the Project steering Committee (PSC). The PSC will meet in Georgia every three months.

MS Project Leader may participate in the project also as short-term expert (STE). In this case the MS Project Leader should satisfy requirements stipulated in the fiche for both the Project Leader and the relevant STE profile.

Profile:

- University level education or equivalent professional experience of 10 years in infrastructural sector with good understanding of other subjects and, during that period, he/she must have been in a senior management position in the Member State institution for at least 3 years
- Minimum 7 years of experience in public administration
- Experience in institutional capacity building advisory services for EU and non-EU countries
- Have experience in the field of project management, institutional issues and organisation of infrastructural projects according to the European requirements
- Excellent command of English language
- Experience in institutional capacity building advisory services for EU and non-EU countries

Tasks of the Project Leader:

- Overall coordination, guidance and monitoring of the project
- Preparation of project progress reports with support of RTA
- Timely achievement of the project results
- Co-Chairing of project steering committees
- Provision of legal and technical advice and analysis whenever needed.

3.5.2 Profile and tasks of the RTA

Profile of the Resident Twinning Adviser

One RTA will be appointed and he/she will be located in the premises of the MRDI in the beneficiary country. The secondment of the Resident Twinning Advisor (RTA) will last for 21 months, during which he/she will be responsible for the direct implementation of the project under the overall supervision of the MS Project Leader.

He/she will come from an EU Member State to work on a full time and day-to-day basis with the beneficiary administration. The Resident Twinning Adviser will have a key role in the coordination of the inputs required for the successful implementation of all the project activities. He/she shall be supported by the STEs.

She/he will be introduced to the BC stakeholders of the project, counterparts and staff. She/he will also hire a Project Assistant as well as a Language Assistant through an appropriate selection procedure.

Requirements:

- University level education or equivalent professional experience of 10 years in public administration
- Minimum 3 years of experience in development or application of EU standards in regional development, development planning and /or infrastructural project preparation and evaluation Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5
- Previous experience in project management would be an asset
- Experience in working on similar projects would be a preferable must
- Good training, public speaking, diplomatic and written communication skills
- Excellent computer literacy (Word, Excel, Power Point)
- Excellent command of spoken and written English
- Fluency in Georgian or Russian would be an asset

Tasks:

- Overall supervision of the project implementation and coordination of all activities, as well as management of the project administration

- Coordination of the activities of the team members in line with the agreed work programmes to enable timely completion of project outputs
- Provide technical input to the project whenever needed and provision of advice in his field of expertise
- Liaise with MS and BC PLs and daily contacts with BC RTA counterpart
- Co-preparation of project progress reports with PL
- Liaison with EU Project Manager
- Liaison with other relevant projects and Georgian institutions

3.5.3 Profile and tasks of the short-term experts

Specialist staff will be made available by the Twinning Partner (MS) to support the implementation of the activities. Specific and technical matters relevant to this Twinning project will be taken over by a pool of STEs. The detailed expert input shall be established when drawing up the Twinning work plan.

Profile of the Short-term experts (STE)

Requirements:

- University level education or equivalent professional experience of 7 years in the relevant field stipulated under the above Twinning Fiche (Project portfolio and project preparation, Spatial planning, project selection, appraisal/audit, cost-benefit analysis)
- An excellent command of written and spoken English;
- Computer literacy

Assets:

- Experience in preparing or implementing of training programs related to project framework

Tasks of the Short-term experts:

- Close cooperation with the Georgian experts in undertaking all activities
- Advance preparation and familiarization with relevant documentation and the framework of project components
- Participating in relevant activities under the scope of the project in cooperation with other experts:
 - Conducting analysis of the relevant framework
 - Developing Guidelines
 - Analysis of existing training programmes on relevant project related issues
 - Developing training programmes including curricula, methodology and training materials
 - Organizing and conducting trainings and conducting train-the-trainer seminars

Note:

The pool of experts should include:

- At least one short-term expert who in addition to the respective profile requirements has experience in analysis of project pipeline for at least 20 projects
- At least one short-term expert per each component who in addition to the respective profile requirements has experience in preparing or implementing of training programmes related to project components.

4. Institutional Framework

4.1 Beneficiary Institution

The main project beneficiary is the Ministry of Regional Development and Infrastructure of Georgia (MRDI). MRDI was established in 2009 by decision of the Parliament of Georgia. It is one of the key ministries in the Georgian public administration system. The mandate of the ministry includes:

- a) Implementation of regional development and decentralization policy;

b) Construction and rehabilitation of physical infrastructure in regions, including municipal infrastructure; and

c) Elaboration and implementation of state policy in the fields of road construction and maintenance, potable water supply and solid waste management.

MRDI is divided into ten departments (as given in a new statute of the Ministry)

- Apparatus (Department)
- Administrative Department
- Department for Relations with Regions and Local Self-Governance Authorities
- Department of Coordination Conscription and of Military Mobilization
- Economic Department
- Department of European Integration and Reforms Assistance (main counterpart in project technical coordination)
- Department for Infrastructure Policy and Relations with Development Partners
- Department of Regional Projects
- Unit of Internal Audit
- Department of Legal Support and HR

Apart from the MRDI the Ministry of Economy and Sustainable Development⁵ (MoESD) of Georgia will be one of the key beneficiary of the project especially in terms of implementing activities related to spatial planning and land use methodologies.

As for the subordinate agencies of MRDI, will include:

Vano Khukhunaishvili Center for Effective Governance System and Territorial Arrangement Reform; Municipal Development Fund; Roads Department of Georgia; Solid Waste Management Company of Georgia; United Water Supply Company of Georgia and the State Construction Company Ltd.

Vano Khukhunaishvili Center for Effective Governance System and Territorial Arrangement Reform⁶ is under the state control of the Ministry of Regional Development and Infrastructure of Georgia. The goals of the Center include: supporting further reforms in the field of decentralization and de-concentration of the management system in Georgia; Support the process of regional and municipal development planning and implementation.

The **Municipal Development Fund of Georgia⁷** was established in 1997. The Fund is cooperating with all large investment banks and financial institutions operating in Georgia. It is coordinated by the Supervisory Board approved by the Government of Georgia and the Ministry of Regional Development and Infrastructure of Georgia. The Fund is a legal entity of public law, the objective of which is to support strengthening institutional and financial capacity of local government units, investing financial resources in local infrastructure and services, improving on sustainable basis the primary economic and social services for the local population (communities), developing renewable energy (midget power plants and geothermal) sources, creating sustainable economic basis for refugees, rehabilitating irrigation and drainage systems, provision of low-interest loans to legal entities and physical persons of Georgia in the framework of the Government Program, Technical Assistance for Foreign and Georgian physical bodies and legal entities for business development in Georgia, liquidation of damage caused to the population and infrastructure during the conflicts in Georgia.

The Key projects related to the development of Georgian road infrastructure and road maintenance works on international and secondary roads are implemented by **Roads Department of Georgia⁸** by coordination of the Ministry of Regional Development and Infrastructure, the objective of which is the integration of Georgian road infrastructure with the European standards and effective satisfaction of road users' needs.

The tasks of the Roads Department include:

⁵ www.economy.ge

⁶ <http://www.lsg.gov.ge/?&address=&menuid=1&lang=2>

⁷ <http://mdf.org.ge/?site-path=homepage/&site-lang=en>

⁸ <http://www.georoad.ge/?act=home&lang=eng>

- Raising the quality of road safety in Georgia
- Reducing the travel time
- Increasing the transit traffic
- Rational management/improvement of road infrastructure
- Improvement of road infrastructure administration

The new state-owned **Solid Waste Management Company of Georgia**⁹ was established on April 24, 2012 under the Ministry of Regional Development and Infrastructure. The government holds 100 % shares of the company. The company implements solid waste management actions with respect to landfills in Georgia, excluding the City of Tbilisi and the Adjara region.

LLC United Water Supply Company of Georgia¹⁰ was founded on January 14, 2010. The company provides water and wastewater services throughout whole Georgia for urban settlements excluding Tbilisi, Mtskheta, Rustavi and Autonomous Republic of Adjara. The structure of the company consists of head office, 7 regional affiliates, 50 service-centers and in total employs around 2700 staff members. 60% of the personnel work in operational field, 24% in financial field and 16% in administrative field. The state owns 100% of company's shares. Main activities of Water Company include: water abstraction, treatment and supply; design of water and sewer networks, construction, installation, maintenance and operation; and production and rehabilitation of constituent elements of water and sewer systems. The mission of the Company is a continues and 24-hour drinking water supply to the population, arrangement of water supply and drainage systems in all regional centers and cities of Georgia, and approximation of this system to the world standards.

State Construction Company¹¹ **LTD** was established in 2006 in accordance with the Law of Georgia on "Entrepreneurs". The state owns 100% of the company shares. From the State side the powers as the company partner are implemented by the Ministry of Regional Development and Infrastructure of Georgia. The State Construction Company is focused on the implementation of both private and public orders with optimal expenses; in addition, in the form of this company, the government has an equipped, mobilized and organized structure for timely elimination and prevention of disasters in the country. The mission of State Construction Company is quality and safe implementation of construction works of any complexity, at any time and in any environment in strict timeframes for the benefit of our country. The Company aims at maintaining and boosting its position in the field of infrastructure development as a reliable and highly reputable company.

In parallel to central level beneficiaries, main concentration will be targeted at developing capacities of local actors such as Municipalities, Governors administrations and other relevant local stakeholders.

4.2 Coordination mechanisms

A Project Steering Committee (PSC) will be established for the coordinate and supervision of the project activities and the mandatory results. The Project Leaders, the RTA, the RTA counterpart, the EU Delegation and Programme Administration Office representatives will meet regularly at quarterly intervals and will submit by the end of the meeting (as recorded in the minutes of meeting) an 'approval/not approval' of the quarter project reports as described in the Common Twinning Manual. It will be co-chaired by the Project Leaders (EU Member State and Beneficiary Country). Official minutes of the PSC meetings will be kept in English.

The PSC will monitor, supervise and co-ordinate the overall progress and implementation of the project. Furthermore, the SC will enhance the involvement of the relevant BC institutions in the project, provide guidance for the different components of the project, define priorities.

In addition to PSC, monthly progress monitoring meetings can be held if necessary. As a gathering of RTA, RTA counterpart, PAO and EU Delegation representative, the meetings are to solve any emerging operational problems on a monthly basis.

Beneficiary Country Project Leader (BC PL)

The BC Project Leader will act as the counterpart of the MS PL and will ensure close cooperation in the overall steering, co-ordination and management of the project from the beneficiary side. He/she will support

⁹ <http://waste.gov.ge/en/>

¹⁰ <http://water.gov.ge/eng/main>

¹¹ http://scc.ge/?lang_id=ENG&sec_id=1

the Twinning project team in organisational and technical matters and will also coordinate the Project Steering Committee (PSC) on behalf of the BC. The role of the BC PL and the MS PL are complementary.

The beneficiary institution will dedicate all necessary human and financial resources in order to guarantee an effective implementation of the respective project. In particular, the beneficiary institution in its capacity will insure the availability of the following provisions:

- Adequately equipped office space for the RTA and the RTA assistant for the entire duration of their secondment (in particular a desk, a telephone line, PC with e-mail account and internet access, possibility to use fax & copy services)
- Adequate conditions for the STEs to perform their work while on mission to the BC
- Training and conference venues
- Its active involvement in preparation of the Steering Committee meetings and participation of its members on the same
- The availability of the BC human resources (BC experts) during the implementation of the activities.

5. Budget

Improving Infrastructure Quality through Better Planning Systems	ENI Contribution	National Co-financing	TOTAL
Twinning Contract	100% 1.500.000,00 EUR	0% 0,00 EUR	1.500.000,00 EUR

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting:

The European Union Delegation in Tbilisi will be responsible for tendering, contracting, payments and financial reporting, and will work in close cooperation with the beneficiary.

The person in charge of this project is:

Irakli Khmaladze, Project Manager

Delegation of the European Union to Georgia

38 Nino Chkheidze str., 0102 Tbilisi, Georgia.

Phone: + +995-32-294 37 63

E-mail: Irakli.KHMALADZE@eeas.europa.eu

PAO will support the TWG Project implementation process together with the EU Delegation

6.2 Main counterpart in the BC:

The Programme Administration Office (PAO) of the Office of the State Minister of Georgia for European and Euro-Atlantic Integration will support the Twinning Project implementation process together with the EU Delegation. The person in charge of this project is:

Mr. David Bujiashvili

Head of EU Assistance Coordination Department / Programme Administration Office (PAO) in Georgia

Office of the State Minister of Georgia for European and Euro-Atlantic Integration

7 Ingorokva Street, Tbilisi 0134

Georgia

Phone: 995 32 228 24 60

E-mail: pao@eu-nato.gov.ge

BC Project Leader

Mr. Irakli Matkava
First Deputy Minister of the Regional Development and Infrastructure of Georgia
12 Al. Kazbegi av., Tbilisi 0160
Georgia
Phone: 995 32 251 07 09
E-mail: i.matkava@mrdi.gov.ge

RTA Counterpart

Mr. Revaz Kakulia
Head of European Integration and Reform Support Department
Ministry of the Regional Development and Infrastructure of Georgia
12 Al. Kazbegi av., Tbilisi 0160
Georgia
Phone: 995 32 251 06 46
E-mail: r.kakulia@mrdi.gov.ge

Responsible person from the Ministry of Economy and Sustainable Development

Ms. Nino Gventsadze
Head of Spatial Planning and Construction Policy Department
Ministry of Economy and Sustainable Development of Georgia
10a Chovelidze Street, Tbilisi 0108
Georgia
Phone: 995 32 299 10 33
E-mail: ngventsadze@economy.ge

6.3 Contracts

It is envisaged that the Project will be implemented through one Twinning contract..

7. Implementation Schedule (indicative)

- 7.1. Launching of the call for proposals: 1Q 2017
- 7.2. Contract Negotiation: 2Q 2017 / 3Q 2017
- 7.3. Start of project activities: 4Q 2017
- 7.4. Project completion: 4Q 2019
- 7.5. Duration of the execution period (number of months): 24 months; the execution period will end 3 months after the implementation period of the Action (work plan) which will take 21 months.

8. Sustainability

The achievements of this Twinning project are expected to contribute to the enhancing Georgian authority's capacities in spatial planning, project portfolio preparation and project drafting according to the EU and International best practice and standards, mainly through transferring knowledge in above directions, in order to ensure safe environment and leaving conditions of Georgian citizens.

The analysis of the capacities of MRDI, Its subordinate institutions, other relevant involved stakeholders and the existing framework in the area project is focused, followed by the recommendations for improvement, developed guidelines and relevant awareness rising (trainings) activities, will contribute to improvement of the capacities of MRDI and Governmental institutions in the area of efficient planning of infrastructure construction.

Trainings in line with the training programmes designed in the frame of this project by thy MS partner(s) on application and familiarization with relevant project components will be continuously and regularly organized either in the MRDI or in relevant institutions and will also be provided by future trainers, trained through this Twinning. These trainings will strengthen the capacities of involved public institutions dealing with planning of infrastructural projects.

Sustainability of the above project and its activities is also ensured by the fact that Government obliges itself to sustainably develop Country's physical infrastructure and is committed to spend over 3.3 billion GEL for this purpose.

9. Crosscutting issues

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. Equal participation of men and women during the implementation of the project will be assured.

The activities of the objective have no negative impact on the environment.

10. Conditionality and sequencing

There is no precondition set for this twinning project but it is foreseen that a series of measures would have been undertaken by the project partners in order to discuss and agree on project details for the project to start in satisfactory conditions.

List of Abbreviations:

AA – Association Agreement
ADA – Austrian Development Agency
ADB – Asian Development Bank
BC – Beneficiary Country
BSCBC – Black Sea Cross-Border Cooperation
CoE – Council of Europe
DFID – United Kingdom Department of International Development
DPRs – Development Programmes of the Regions
EBRD – European Bank for Reconstruction and Development
EIB – European Investment Bank
ENI – European Neighborhood Instrument
ENPI – European Neighborhood and Partnership Instrument
EaP – Eastern Partnership
EU – European Union
EU MS – European Union Member States
GE – Georgia
GEL – Georgian Lari
GIZ – German Corporation for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)
G3 – US Good Governance Programme in Georgia
G4G – Governing for Growth – US programme in Georgia
IFIs – International financial Institutions
IPA – Instrument for Pre-accession Assistance
KfW – German Development Bank
LLC – Limited Liability Company
LSG – Local Self Governance
LTD – Limited Partnership Company
MoESD – Ministry of Economy and Sustainable Development of Georgia
MRDI – Ministry of Regional Development and Infrastructure of Georgia
NGO – Non Governmental Organization
PAO – Programme Administration Office
PL – Project Leader
PSC – Project Steering Committee
RDA – Regional Development Agency
RDL – Draft Law of Georgia on Regional Policy and Development Planning
RDP – Regional Development Programme 2015-2017
RDS – Regional Development Strategy 2010-2017
RTA – Resident Twinning Adviser
SDC – Swiss Development Cooperation
SIDA – Swedish International Development Cooperation Agency
SMEs – Small and Medium-sized Enterprises
SPSP – Sector Policy Support Programme
SRC – Sector Reform Contract
SRCRD – Sector Reform Contract on Regional Development
STE – Short Term Expert
ToT – Train of Trainers
UNDP – United Nation Development Programme
USAID – United States Agency for International Development

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Implementation chart
3. List of relevant laws and regulations
4. Organisational Chart

Annex 1. Logical Framework matrix in standard format

Improving Infrastructure Quality through Better Planning Systems		Programme name and number: ENI 2013	
Ministry of Regional Development and Infrastructure of Georgia (MRDI)		Contracting period expires: 3 years following the date of conclusion of the Financing Agreement	Disbursement period expires: 3 years following the end date for contracting
		Total budget: 1.500.000.00 EUR	ENI financing: 1.500.000,00 EUR (100%) National co-financing: 0,00 EUR (0%) ¹²
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
Enhance capacities of the Georgian administration at national and local level in identification and preparation of infrastructural projects aiming at expanding investment opportunities for SMEs and assuring balanced development of Georgian territory	<ul style="list-style-type: none"> Increased level of satisfaction of citizens regarding baseline infrastructure through enhanced planning methodologies 	<ul style="list-style-type: none"> Relevant national reports MRDI reports, publications and statistics 	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
The purpose of the project is to support transfer of the EU methodology and standards to the relevant Georgian authorities on all levels (national and local) through approximation of legislation in the field of spatial planning, prepare local spatial development plans and enhance skills of Georgian administrations in identification and preparation of investment portfolios and projects aiming at infrastructural development	<ul style="list-style-type: none"> Capacities of MRDI and other public administration bodies (including local authorities) in relation to infrastructure planning skill strengthened Guidelines and training programmes on spatial planning, investment project portfolio drafting and investment projects preparation for project main stakeholders developed and implemented Relevant software system developed and implemented 	<ul style="list-style-type: none"> MRDI reports, publications and statistics Twinning project reports Twinning project documentation (analysis reports, training programmes, training materials, recommendations, etc.) Guidelines List of participants on trainings List of participants on study visit Study visit reports 	<ul style="list-style-type: none"> Adequate human and financial resources available Commitment of the parties involved and good cooperation among interrelated institutions and project teams Adequate cooperation among involved competent central and local institutions Active participation of all stakeholders involved in the project implementation Availability of BC experts to participate in trainings.
Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Component 1: Strengthening capacities of the MRDI and relevant stakeholders at central and local levels (Ministry of Economy		<ul style="list-style-type: none"> MRDI and project main beneficiaries reports, publications and statistics Twinning project reports Twinning project 	<ul style="list-style-type: none"> Adequate human and financial resources available Commitment of the parties involved and good cooperation among interrelated institutions and project

¹² The total amounts of the ENI Contribution and National Co-financing stipulated in the above table represent the total maximum amounts and therefore, they may be reduced at the level of the Twinning contract, while the relevant ratio (percentages) should be maintained as fixed.

<p>and Sustainable Development, Municipalities) to apply/use EU Spatial Planning and Land Use methodologies</p> <p><u>Result 1.1</u> Existing legal base on spatial planning and land use analyzed and recommendations provided in compliance with the EU best practice</p> <p><u>Result 1.2:</u> Guideline for development, drafting and adoption methodologies of spatial and land use plans elaborated for the state and the regional/municipal authorities, according to the EU / EU Member States best practice</p> <p><u>Result 1.3:</u> MRDI staff and relevant stakeholder representatives trained in spatial planning and land use guideline</p>	<ul style="list-style-type: none"> • Analysis of the relevant legal framework conducted and report developed; • Recommendations, on the basis of assessment of legal base on spatial planning and land use and practice from EU Member States concerning the improvement of spatial planning allowing for effective investment planning and realization of infrastructural projects drafted; • Consultations with relevant stakeholders conducted and consultation reports drafted; • Amendments to the existing legislation in close cooperation with stakeholders according to an inclusive and evidence based approach prepared • Guideline for drafting spatial and land use plans including improved procedures for adopting spatial and land use plans elaborated and translated into Georgian language; • Guideline introduced to all relevant stakeholders. • Training programme and training materials on application of guideline (including ToT) developed both in English and Georgian languages; • At least 4 training sessions conducted for 80 representatives of the relevant authorities (MRDI, MoESD, local authorities) and reports prepared; • At least 2 ToT sessions conducted for 10 selected trainees and training report drafted; • A study visit for 10 representatives from MRDI, MoESD and local authorities for 5w/d organized in MS country regarding spatial planning and 	<p>documentation (analysis reports, training programmes, training materials, recommendations, etc.)</p> <ul style="list-style-type: none"> • Guidelines • Promotional materials • List of participants on trainings • List of Trainers trained 	<p>teams</p> <ul style="list-style-type: none"> • Adequate cooperation among competent institutions involved in the project implementation • Active participation of all stakeholders involved in the project implementation • Availability of BC experts to participate in trainings.
--	--	--	---

<p><u>Result 1.4:</u> Spatial and land use plans for 2 (or 3) pilot municipalities/settlements drafted</p> <p><u>Result 1.5:</u> Awareness rising actions performed for relevant stakeholders and local citizens</p> <p>Component 2:</p> <p>Strengthening capacity of MRDI and relevant stakeholders at central and local levels for improved investment project portfolio identification and drafting methodologies, including environmental considerations based on the EU best practice.</p> <p><u>Result 2.1:</u> Experience on developing and drafting methodologies of investment project portfolio identification, at the central and</p>	<p>land use methodology and study visit report prepared</p> <ul style="list-style-type: none"> • Assessment of existing land use situation in pilot municipalities/settlements conducted and report on findings prepared; • Spatial Development and Land Use Plans for 2 (or 3) selected municipalities drafted and submitted for local council for further consideration; • Stakeholder consultations organised in each selected municipalities/settlements and consultation reports drafted • At least 4 awareness raising meeting(s) and/or seminar(s) for relevant stakeholders organised at local level; • Visibility and promotional materials developed and distributed among interested parties. • The EU MS(s) best practice on development of investment project portfolio shared with MRDI and other 		
--	---	--	--

<p>the regional/municipal level in the multi-annual perspective strengthened</p>	<p>stakeholders (MoESD, local authorities), and recommendations based on Georgian reality provided;</p> <ul style="list-style-type: none"> • Guideline, for drafting multiannual investment project portfolios elaborated including strategic environmental assessment methodologies ; • Round tables and consultation meetings with all relevant stakeholders (public and private actors) organised and consultation reports drafted; • A study visit for 10 representatives from MRDI, MoESD and local authorities for 5w/d organized in MS country to share practical experience on development investment project portfolios and study visit report drafted 		
<p><u>Result 2.2:</u> Training programmes on application of the guideline prepared and implemented for MRDI and relevant stakeholders</p>	<ul style="list-style-type: none"> • Training programme including curricula and training materials developed; • At least 4 training sessions conducted for 80 representatives of the relevant authorities (MRDI, MoESD, local authorities) and training reports prepared; • Train-the-trainer ToT programme including, methodology and training materials for selected trainees developed; • At least 2 ToT sessions delivered for 10 selected participants and training reports drafted; • A study visit for 10 representatives from MRDI, MoESD and local authorities for 5w/d organized in MS country regarding staff capacity building and delivery of training programmes, study visit report prepared 		

<p><u>Result 2.3:</u> Forecasting methods and supporting software used in the identification of infrastructure needs verified and acknowledged</p>	<ul style="list-style-type: none"> • The current EU practice in using of forecasting methods in project planning introduced to Georgian counterparts; • Needs analysis of existing methods used in project preparation conducted and recommendations developed; • Guideline, regarding usage of forecasting methods in project preparation drafted at least for one selected sector; • Training on best EU practices in forecasting methods and supporting software, at least for 80 participants 		
<p><u>Result 2.4:</u> Pilot investment project portfolio drafted for (1 or 2) identified region and (2 or 3) municipalities</p>	<ul style="list-style-type: none"> • Prepared analysis of the current state of play in identified regions and recommendations for improvement presented; • Project selection criteria elaborated based on the EU practice and introduced to all relevant parties (public and private); • Project portfolio proposal drafted for selected infrastructure project/s of 1 or 2 region and 2 or 3 municipalities; • Consultation meetings with relevant stakeholders, public and private actors organised in the process of drafting the project portfolios, consultation reports prepared. 		
<p><u>Result 2.5:</u> Guideline for investment project drafting methodology developed and documentation for identified projects for 2 (or 3) municipalities prepared</p>	<ul style="list-style-type: none"> • Guideline for investment project drafting methodology prepared and presented to all relevant parties; • At least 4 trainings delivered on project drafting, for 80 trainees of MRDI and 2 or 3 selected municipalities; 		

	disseminated to the relevant parties (local authorities, public and private sector)		
Activities	Means	Specification of costs	Assumptions
Member State(s) is(are) kindly requested to develop activities in the submitted proposal which are needed in order to achieve the results stipulated in the fiche	Consultations, analyses, preparation of documentation, trainings, ToTs, workshops, study visits.	Twinning project: 1.500.000,00 EUR	In line with the assumptions specified for results.
			WD (total): 793 (including preparation and coordination/ management)

Annex 2: Detailed implementation chart

Improving Infrastructure Quality through Better Planning Systems	2017												2018																							
Month		M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N		
Twinning		T	T	T	T	C	C	C	C	C	A/I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	R	R	R			

T – Call for proposals and evaluation

C – Contracting

A/I – Arrival of the RTA/ Start of the implementation of activities

I – Implementation of activities

R – Report

Annex 3: List of related laws and regulations

1. Government's Decree №50 (7 March 2013) - About other country's technical regulation approved by Georgia for its action, recognition of adequate identification documents, approving marking products in Georgia without conformable to evaluation procedures and also about allocating products for regulated field on Georgian market without restrictions;
2. Order of Minister of Economy and Sustainable Development of Georgia #1-1/1743 (25 August 2008) - About confirming norms of project – “construction/building climatology”;
3. Government's Decree №71 (15 January 2014) - About confirming technical regulations of construction on territory of Georgia - Technical regulation - “earthquake resistant building construction”;
4. Government's Decree №41 (28 January 2016) - About confirming technical regulations of “constructions safety rules”.
5. Spatial planning and construction code (in the process of revising – submitted to the Parliament of Georgia);
6. Government's Decree №23 (7 February 2013) – About adopting the procedures and criteria's for selecting local self-government's and regional projects from the fund envisaging to finance regional projects through the budget;
7. Government's Decree №1750 (20 August 2015) – About adoption of rules and procedures regarding the preparation action plans of regional development strategies.

Annex 4: Organisational Chart of MRDI

