

Irish Aid

Department of Foreign Affairs
An Roinn Gnóthaí Eachtracha

**Partnership Programme for Europe and Central Asia (PPECA)**

**Pre-Qualification Form – For NGOs**

10 April 2006

**Pre-Qualification Form**

1. Your organisation's name Transparency International Georgia

2. Your organisation's address 26 Rustaveli Avenue
   Tbilisi, Georgia 0108

Tel: (995 32) 921403 Email: info@transparency.ge

Fax: (995 32) 920251 Website: www.transparency.ge

3. Name and designation of main contact person for this pre-validation.
   Name Tamuna Karosanidze
   Designation Executive Director

4. Legal status of organisation (tick one of the following):

   [ ] Registered Charity. Quote CHY Number or Northern Ireland equivalent: -What is N.I. equivalent called?_____

   [X] Voluntary or Mutual Association. Tax Clearance Certificate Reference Number: 20644283 (Georgian registration number)

   [ ] Higher Education Institute (CHY Number, Tax Clearance Certificate Number*):_____

5. Is the applicant entity affiliated to, or federated with, another entity –
   a) in Ireland? No (If YES, please specify _____)
   b) Internationally? Yes (If YES, please specify Transparency International Secretariat)

6. In what year was your organisation established? 2000
   If originating outside Ireland, specify year and place of establishment Tbilisi, Georgia

7. (a) How many full-time equivalent staff does your organisation employ? 13

   (b) How many volunteer staff work in your organisation? 2

8. What proportion of the entire staff of your organisation (incl. field based and all nationalities) is based in the country of origin of the application (Georgia)?

100%

9. What was the total turnover of your organisation in the last financial year?

€ 313,851

*NOTE: please express gross (aggregate) income in Euro*

10. Have you applied for Irish Aid funding support within the last three years? **Yes**

11. If the answer to Question 10 is yes, please specify the **year(s)**, the **amount(s)** and the grant **schemes** under which made:

| Year | Amount sought | Amount awarded | Scheme | Irish Aid Reference No. |
|---|---|---|---|---|
| 2005 | 305,560 | Rejected | Balkans and CIS | N/A |

12. Please describe the main governance arrangements in your organisation.

TI Georgia is a non-profit, public union established in compliance with the Administrative Code of Georgia and governed by this Code and by the Charter of the organisation, its bylaws, code of conduct and conflict of interest resolution, all adopted by the General Assembly of the organisation.

TI Georgia is a membership-based organisation. In total, we have 15 members. Nine of these members are individual members, mostly representatives of other NGOs and independent experts (all from Tbilisi). The remaining six members are corporate members, which are other Georgian NGOs.

<u>Function:</u>

The Board is the governing body of TI Georgia that manages its general activities. The Board represents TI Georgia in its relations with other entities and the Chair is the official representative of the Board. The Board: calls general assemblies; approves and terminates membership; appoints the Chairman for the term of its authority; hears the reports of the Board Chair and the Executive Director on ongoing and planned activities; makes the decision about terminating the authority of the Director in specific cases; defines the membership fee and applicable rules; and approves the bylaws presented by the Chair by a majority vote.

<u>Composition:</u>

| Name | Profession | Nationality | Position | Years on the board |
|---|---|---|---|---|
| Mr. Mark Mullen | Historian | U.S. | Chair | 4 |
| Mr. Jaba Ebanoidze | Geodesist | Georgian | Secretary | 3 |
| Mr. Nick Gvinadze | Lawyer | Georgian | Member | 3 |
| Mr. Levan Ramishvili | Sociologist | Georgian | Member | 5 |
| Ms. Tamar Karosanidze | Public Administrator | Georgian | Member | 1 |

The Board composition is 20% female and 80% male.

Other:

Transparency International Georgia (TI Georgia) was established on 7 May 2000 as a local non-governmental organisation committed to combating corruption in Georgia through the promotion of transparency and accountability. Our mission is to serve as the primary source of information on corruption reform in Georgia, to assist the Georgian Government and the broader public in facilitating reform in sectors where corruption exists, and to build and strengthen institutions.

TI Georgia is a national chapter of Transparency International (TI), the only international non-governmental organisation devoted to combating corruption. It brings together civil society, business, and governments in a powerful global coalition. TI, through its International Secretariat and more than 90 independent national chapters around the world, works to stem both the supply and demand of corruption at the local, national, and international levels. In the international arena, TI raises awareness about the damaging effects of corruption, advocates policy reform, works towards the implementation of multilateral conventions, and monitors compliance by governments, corporations, and banks. At the national level, chapters work to increase levels of accountability and transparency, monitoring the performance of key institutions and pressing for necessary reforms in a non-partisan manner.

Transparency International's ultimate decision-making body is an Annual Membership Meeting, which brings together accredited national chapters and individual members, and elects the Board of Directors, TI's central governing body. The National Chapter Accreditation and Individual Members Appointment Policy regulate the membership procedure. National chapter guidelines assist National Chapters in setting up or pursuing their operations.

The International Secretariat supports the national chapters and implements the international agenda. An Advisory Council, consisting of prominent individuals of international standing, advises the movement.

13. (a) From the following fourteen thematic areas, please select five and number, in order of importance, your organisation's involvement in development.

| | |
|---|---|
| Education | 4 |
| Democratisation | 2 |
| Good Governance | 1 |
| Judicial Reform | 5 |
| Livelihood Security / Rural Development | |
| Gender Equality and Women's Empowerment | |
| Primary Healthcare | |
| Advocacy / Human Rights | 3 |
| Water / Sanitation | |
| Environment | |
| Conflict Resolution | |
| Combating HIV / AIDS | |
| Housing / Shelter | |
| Microfinance | |

(b) Please specify the countries or regions in which your organisation has been most active during the past three years:

Transparency International Georgia implements activities in all regions of Georgia, excluding the breakaway regions of Abkhazia and South Ossetia.

(c) Describe the special characteristic of your organisation and what added value it brings to development

TI Georgia is committed to fighting corruption through promoting transparency, accountability, and public engagement. These instruments help not only to reduce corruption, but they constitute the essential pillars of democracy and good governance. Accordingly, the activities that TI Georgia carries out revolve around these three pillars and seek to achieve their high standards.

Through our projects, TI Georgia: conducts programmatic activities that target structural corruption in specific sectors; promotes access of local populations to information on existing problems and changes initiated to address these problems; encourages input on reform from local and international experts; assists the Government in drafting policy; and produces analysis and public policy recommendations on current activities and on future reform.

TI Georgia focuses on information exchange between the government and the public. In order to facilitate this exchange and promote input from the regions of Georgia, TI Georgia has established a regional network that allows us to work with regional civil society organisations

media representatives, and the regional representative offices of members of parliament.

In addition to the extensive experience in Georgia, TI Georgia is a member of the international network of TI. This network provides access to international experience and best practices, which TI Georgia is then able to apply to programmatic activities in Georgia.

Recently, corruption is being more frequently recognised as a major obstacle to development. Corruption affects not only the price of goods and services: It also limits access to those goods and services, reduces quality, and stymies competitive environments. This can be especially detrimental to development if one considers the spheres of education, healthcare, and business. As such, TI Georgia's work to fight corruption by promoting transparency and accountability directly impacts the capacity for Georgia to develop politically, socially, and economically.

14. Please outline your existing partnership arrangements in the country (countries) you wish to work in with Irish Aid, or partnership arrangements you intend to create and how you intend to go about this.

*NOTE: The term 'Partnership' would include local implementing partners, networks of beneficiary individuals or households, advocacy groups, service delivery agencies, etc.*

TI Georgia will work closely with civil society and government institutions in the implementation of this project. These entities will be resources for information as well as recipients of reports compiled through this project. TI Georgia will work closely with the State Minister for Reform Coordination, the State Minister for EU and NATO Integration, the Ministry of Foreign Affairs, EU and NATO head offices, the EU representation in Georgia, foreign embassies in Georgia, international and domestic organisations working in the fields addressed by the ENP AP, and national and regional media.

Because TI Georgia will select topics on a continuous basis, the agencies, institutions, and organisations with which we will cooperate cannot be specified at this time.

Over the course of our existence, however, TI Georgia has developed good relations with government institutions and other civil society actors and has a reputation for fair conduct and thorough assessment.

15. Please present briefly the chief staff competencies/experience in your organisation and your partner(s). Give an outline also of your - and their- organisational capacity.

*NOTE: In describing skills of your own staff and of partner(s), please include technical, professional, administrative, training, advocacy and other skills*

TI Georgia's staff have a range of specialisations, including public policy, public administration, law, business administration, political science, diplomacy, post communist transformation, democratisation, nationalism, and ethnic conflict.

Our programmatic activities cover a wide range of sectors, including legislative reform, civic education, civil society development, education reform, ethnic monitory integration, elections, grassroots and advocacy, access to information, anti-corruption strategies, political corruption, budget transparency, and local government. Current staff possess project management, general management, and strategic and programmatic planning skills.

In addition, TI Georgia as an organisation has both participated in and led civil society coalitions.

16. Describe your organisation's systems and processes for monitoring and evaluation

As a member of the TI movement, TI Georgia undergoes reaccreditation every three years. This process is designed to evaluate national chapters' activities, internal control mechanisms, and accountability and transparency. TI Georgia underwent this process in 2005-2006 and will again undergo reaccreditation in 2009.

In addition, TI Georgia also prepares annual programmatic reports, conducts annual financial audits, and sends financial data to TI Secretariat annually.

17. What other donor-agencies support the work of your organisation? Last year, what proportion of your organisation's income was raised from voluntary donations?

Over the past three years, TI Georgia's programmatic activities have been funded by the following donor agencies:

Year 2004—Total Income: € 119,870*

OSCE Mission to Georgia – 40.3% of annual income
Swiss Agency for Development and Cooperation (SDC) – 34.5% of annual income
European Commission – 17.3% of annual income
Open Society Institute Foundation (OSI) – 7.8% of annual income

Year 2005—Total Income: € 220,883*

Royal Netherlands Embassy – 22% of annual income
British Embassy – 20% of annual income
European Commission – 18.2% of annual income
UK Department for International Development (DFID) – 13% of annual income
Open Society Institute Foundation (OSI) – 12% of annual income
OSCE Mission to Georgia – 5.2 % of annual income
Canadian Embassy – 2.9% of annual income
National Endowment for Democracy (NED) – 2.5% of annual income
Swiss Agency for Development and Cooperation (SDC) – 1.8% of annual income
Transparency International Secretariat – 1.5% of annual income
British Council – 0.7% of annual income

Year 2006—Total Income: € 309,620*

Swiss Agency for Development and Cooperation (SDC) – 30.4% of annual income
British Embassy – 23.9% of annual income
Royal Netherlands Embassy – 14.6% of annual income
Ministry for Foreign Affairs of Finland – 13.6% of annual income
US Agency for International Development (USAID) – 5.3% of annual income
Canadian Embassy – 4% of annual income
OSCE Mission to Georgia – 3.7% of annual income
National Endowment for Democracy (NED) – 2.9% of annual income
Centre on Budget Policy and Priorities – 1.4% of annual income
Transparency International Secretariat – 0.1% of annual income

Year 2007—Predicted Total Income: € 319,545*

BP – 5.95%

British Embassy – 20.92%
Eurasia Foundation – 3.71%**
European Commission – 23.96%***
Ministry for Foreign Affairs of Finland – 8.05%
Ministry of Foreign Affairs of Latvia – 1.13%
OSCE – 5.82%
The Polish-Czech-Slovak Solidarity Foundation – 0.83%
Swiss Agency for Development and Cooperation – 29.64%***

*Values converted from Georgian Laris into Euros (1 Euro is approximately 2.3+ Lari).
**The project will last until 31 January 2008.
***Reflects expenditures for two projects from the same donor. The second project is related to the presidential and parliamentary elections, which have just been separated. The projects were intended to last until the end of 2008, however now most funds will be spent before the 5 January 2008 presidential elections.

Currently, TI Georgia is being funded by British Embassy, the Swiss Agency for Development and Cooperation, BP, the OSCE, the Eurasia Foundation, the Polish-Czech-Slovak Solidarity Foundation, and the Ministry of Foreign Affairs of Latvia. One project will begin on 1 December 2007 funded by the European Commission Delegation to Georgia and the Swiss Agency for Development and Cooperation.

To date, TI Georgia has not received any corporate or anonymous donations.

**Please attach your organisation's Constitution or fundamental document, and a set of the most recent audited accounts available. If you cannot provide these documents, you should explain why.**

After submitting this form and subject to validation of your registration with Irish Aid, you will receive electronically a unique identifier reference code for your organisation. You must insert this code in your application form in order to proceed to apply for funding.

[X] By ticking this box, I confirm that the answers given are truthful and complete.

# PARTNERSHIP PROGRAMME FOR EUROPE AND CENTRAL ASIA (PPECA)




# APPLICATION FORM

**April 2006**

Irish Aid
Department of Foreign Affairs
An Roinn Gnóthaí Eachtracha

# APPLICATION FORM

## Partnership Programme of Europe and Central Asia (PPECA)

**Name of organisation:** Transparency International Georgia

**Name and Position of Contact Person**: Tamuna Karosanidze, Executive Director

**Address:** 26 Rustaveli Avenue, Tbilisi, Georgia 0108
**Telephone:** (995 32) 921403
**Fax:** (995 32) 932129
**Email:** info@transparency.ge
**Website address:** www.transparency.ge

**PROJECT DETAILS**

**Project Title:** Monitoring Georgia's International Commitments

**Implementing Partners:** N/A

**Location:** Tbilisi, Georgia

**Overall Aim:** The programme seeks to independently assess the Government's activities in comparison with its international commitments in order to promote their implementation and to raise public awareness of and promote public input into the Government's reform strategies

**No. of beneficiaries (Direct and Indirect):** 2,000 (direct); 4.5 million (indirect)

**BUDGET SUMMARY (Euro)**

| | Year 1 | Year 2 | Year 3 | Total |
|---|---|---|---|---|
| Total Cost | 97,480 | 98,080 | - | 195,560 |
| Funded by | | | - | |
| Own Resources | 0 | 0 | - | 0 |
| Other donors (various potential cofunders) | 43,530 | 43,530 | - | 87,060 |
| Requested from IRISH AID | 53,950 | 54,550 | - | 108,500 |

**SECTORS** *(Please tick **one** only)*

| |
|---|
| **Civil Society Capacity Building** |
| **Democratisation & Human Rights** X |
| **Support for Disadvantaged/Vulnerable Groups** |
| **Economic/Finance** |
| **Government Capacity Building** |
| **Other (please specify)** |

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**PROJECT DOCUMENT:** ***Should address each of the following:***

**CONTEXT**

Including linkage with PRSP or other national/regional policies, coordination with other agencies in the field, preparatory surveys and consultations with partners

Georgia is in the process of making significant strides in establishing political, economic, and social ties with Europe. In June 2004, Georgia, along with Armenia and Azerbaijan, were included in the European Neighbourhood Policy (ENP). Though participation in the ENP does not constitute a path to EU membership, it does offer "the possibility to participate progressively in key aspects of EU policies and programmes, such as education, training and youth, research, environment, as well as culture and audio-visual policy. It can offer benefits in terms of economic and social development, and opens the possibility for a stake in the EU's internal market and integration into other key EU policies."

In March 2005, Benita Ferrero-Waldner, Commissioner for External Relations and European Neighbourhood Policy, urged the Council of Ministers to begin formulating an action plan establishing targets for ENP and Georgian cooperation.

According to the Action Plan, Georgia must fulfil obligations in the following four spheres:

1) The rule of law, good governance, and democratic institutions;
2) Foreign and security policy and conflict resolution;
3) Economic reforms and economic development issues; and,
4) Regional issues.

On 21 November 2002, Georgia officially announced its desire for NATO membership, automatically involving Georgia in the Individual Partnership Action Plan (IPAP) process. The IPAP strives to ensure appropriate cooperation with NATO in encouraging and sustaining the domestic and external environment conducive to democratic reforms. Among the partners Georgia was the first country who could submit the required documentation (May 2004) and on 29 October 2004 the North-Atlantic Council approved the first IPAP for Georgia. If the IPAP is successful, Georgia will have good possibility to accede to the Membership Action Plan (MAP).

In addition to ENP and IPAP, Georgia has also committed to financing strategic state priorities and increasing public information on state spending through the establishment of Medium Term Expenditure Framework (MTEF) planning process supported by the World Bank and the International Monetary Fund. MTEF's objectives are to balance the national policy priorities with what is affordable, and link policy-making and planning to budgeting. It entails multi-year projections of what is affordable, what has to be financed with a focus on programmes of performance, institutional decision-making aimed at making the necessary trade-offs, and increased transparency of the budgetary process as a whole. The MTEF process is intimately linked with the Economic Development and Poverty Reduction Program (EDPRP) and, because MTEF links policy and budgetary planning, is of great importance to the direction of the Georgian state.

And finally, there are several other documents that guide the Georgian government's actions, for example the G8 - Georgia Partnership Agreement, the Millennium Challenge Compact, and although not a formal commitment, certainly the proposal to the donors made in Brussels in the summer of 2004 is a comprehensive list of plans set forth by the Georgian government.

Although the current government of Georgia has consistently stressed the importance of promoting democratic reforms since it came to power in November 2003, it has not been as successful in meeting the demands of the reform process or in making its efforts explicit to the public. Reform, when initiated, is done so in an entirely ad-hoc manner and at the level of individual sectors, ignoring the importance of comprehensive and inclusive reform strategies. As a result, reform occurs in isolation and with little input or oversight from the public or from experts who can accurately assess the work being done. In general, there has been a lack of information generated or circulated on the work of individual sectors, conflicting and inconsistent accounts of what changes are being made, and a general lack of understanding within the ministries themselves of what should be their medium- and long-term reform strategies.

As the current administration attempts to build the institutions that compose an effective and sustainable democracy, it is overlooking the necessity of developing a consistent and long-term reform strategy and in providing this information to the public. It is in this capacity that TI Georgia proposes *Monitoring Georgia's International Commitments* that will seek to address the two most pressing difficulties currently affecting the reform process, namely:

a) lack of information on implemented changes; and
b) lack of continuous assessment that will create a "big-picture model" of implemented changes.

To date, there have been and continue to be many commitments made by the Georgian state, however, the monitoring of those commitments has often been modest in comparison with the efforts put into creating the original framework. Many of these documents and accompanying literature exist only in English and not in Georgian. Working together with relevant state entities and the non-governmental sector in Georgia it would be possible to vastly increase the amount of analysis available in Georgian and English on Georgia's international commitments with a focus particularly on how well they all fit with the ENP Action Plan.

With the end of the Shevardnadze government, funding for NGOs has fallen sharply as many NGO leaders have moved into government positions. Due to the large number of commitments made, there are few non-state actors (Georgian or international) with the ability to engage with the government in a comprehensive and impartial way.

This current proposal is an extension of *Georgia's International Commitments Assessment Programme*, which TI Georgia was implementing from July 2006 to June 2007. The reports prepared to date covered the following topics:

* Reforming the System of National Statistics in Georgia
* Political Parties in Georgia: Issues of Party Financing
* "One Hundred New Hospitals" for Georgia: How Long Will they Last
* Georgia as a European Neighbour: Privileges and Responsibilities
* Institutions of Internal Control in Georgia: Internal Police Vs. Internal Auditing
* Fighting Unemployment in Georgia
* Property Rights in Post-Revolution Georgia
* Where do we stand? Georgia's Achievements and Challenges through Different Lenses
* Reforming Georgia's Social Welfare System
* Reform in Georgia's Defence Sector
* Budgetary Priorities of Georgia
* Division of Authority in Georgia
* Reforming the Georgian Civil Service: Grand Corporation or a Competitive Market

The implementation was funded by the Ministry of Foreign Affairs of Finland while it served as president of the European Union. Grant funds were allocated for a non-extendable one-year period with the expectation that TI Georgia would continue to seek other European funders to extend the project.

Throughout the lifetime of this project, TI Georgia received positive feedback on our reports and our work in the field. We received written praise for the value of our reports from the European Commission Delegation to Georgia, UNDP Georgia, USAID Washington, SIDA, the Dutch Ambassador to Georgia, the Estonian Embassy in Georgia, the International Crisis Group, and the Eurasia Foundation (now Eurasia Partnership Foundation). Per Eklund, Ambassador and Head of Delegation of the European Commission to Georgia and Armenia, even instructed all EC project managers to consult these reports when preparing the ENP implementation reports in respective areas.

These reports were of great interest to the public and were reprinted in both Georgian and English language newspapers, as well as in the electronic newsletters of other organisations involved in monitoring Georgia's democratisation process. Caucasian Institute for Peace, Democracy and Development included the reports in its ENP Bulletin which was produced in Georgian and English. Currently, TI Georgia has an agreement with a local English language newspaper (Georgia Today) to reprint updated versions of the articles, thereby extending the life of the original project.

**OBJECTIVES**

Specific objectives to be achieved by project/programme

By independently assessing the Government's activities in comparison with its international commitments, this programme seeks to:

- Increase public access to information on reforms, both in Tbilisi and in the regions;
- Provide the international community with an independent assessment of the reform process in Georgia;
- Analyse the strengths and weaknesses of the reforms undertaken by the Government; and,
- Propose recommendations for future improvements.

**ACTIVITIES & INPUTS**

Main activities envisaged, time frame and inputs required to implement them

*Monitoring Georgia's International Commitments* strives to provide an independent assessment of the implementation of ENP, IPAP, and MTEF requirements by the Government of Georgia. Though TI Georgia's Analysts will primarily focus on these obligations), they also will examine the recommendations from the Group of States against Corruption (GRECO), the Organisation for Economic Co-operation and Development (OECD), and the North Atlantic Treaty Organization (NATO), as well as official Georgian documents, such as the Basic Data and Directions 2007-2010 and the National Anti-Corruption Strategy and Implementation Action Plan.

TI Georgia will hire four full-time Analysts who will each focus on one sector: (1) Rule of law—judiciary, law enforcement institutions, and criminal justice; (2) Human rights and fundamental freedoms; (3) Business climate and economic development; and (4) Security and conflict resolution. The Analysts will address and seek to rectify the two most pressing problems in the current reform process, namely lack of information to the public and lack of continuous progress assessment. The experts will:

(1) Provide independent assessment of the developments in the fields covered under the selected document; and
(2) Distribute this information to the general public and international community in a clear and cohesive manner.

The Analysts will be based at TI Georgia's office and will travel between the government (both the Parliamentary committees that cover their sector as well the relevant ministries) and the population, in both Tbilisi and in the regions.

The analysis will comprise the following elements:

1) Desk Research: analysing Georgia's reporting on progress in the related fields,
2) Investigation: investigating specific instances of compliance with original commitments and remaining areas of concern,
3) Reporting: monthly reports will be produced and disseminated to the European Commission, NATO, World Bank, IMF, Georgian Parliament, Georgian and international NGOs, and media outlets in order to develop understanding of the process within and outside Georgia. All reports will be public. These reports will analyse Georgia's compliance with the selected documents and the European integration process in general, assessing both short- and long-term goals.

Conferences

Every four months, TI Georgia will organise conferences on the topics covered in the reports over the previous four-month period. Participants will include government and civil society actors, who will discuss issues relevant to the reports prepared and Georgia's development. This will further involve civil society in the process and contribute to an inclusive dialogue on reforms in Georgia.

Length

The project will last two years.

**OUTPUTS AND IMPACT**

Results expected, indicators for measuring progress, wider impact including reference to the cross-cutting themes of HIV/AIDS, Environment, Governance and Gender

By having a continuous process of reporting and analysing the activities of the government in the targeted areas, the programme will act as an early warning mechanism giving warning of corruption at one stage, and as a catalyst of continuous re-planning and revision of decisions and procedures on a later stage.

One of the most important results will be a continuous and all-inclusive assessment of the problematic issues in the country. Though this assessment remains absent, it is fundamental for the real resolution of existing problems within the government. Detailed information on government activities in the targeted field will increase the public's demand for information, will provide incentives for government actors to initiate reform, and will strengthen the basic platforms of democracy crucial for a well-functioning state that is held accountable to its citizens.

The European Union's decision to use benchmarks in the ENP Action Plan will allow relations between Georgia and the European Union to become more focused, setting clear goals. In order for this process to be effective, the European Union should have access to a comprehensive, current, and unbiased analysis of Georgia's efforts in institution building in various spheres. This programme is designed to meet this challenge.

**SUSTAINABILITY**

Exit strategy, structures and funding for sustainability

This proposal is an extension of TI Georgia's project currently being implemented with funding from the Ministry of Foreign Affairs of Finland, which will end in June 2007. The reports prepared in 2006 covered the performance of democratic institutions, civil service reform, decentralisation policy, social protection, and internal and external auditing systems, among other topics. In 2007, TI Georgia has already released reports on budget priorities, fighting unemployment, property rights, and general inspectorates.

After funding through the current proposal ends, TI Georgia will begin seeking funds from other donors during the project period in order to continue assessing Georgia's reform initiatives and their

impact on Georgia's integration into European and North-Atlantic structures.

**MANAGEMENT**

Roles and responsibilities of partners, management structures and staffing

The project requires the following staff:
One Project Director
Four Analysts
One Assistant
One Accountant (part-time)

The four Analysts will report to the Project Director, who will be responsible for overall programme quality.

**MONITORING AND EVALUATION**

Monitoring and reporting procedures, auditing, arrangements for internal and external evaluation

TI Georgia's project director will complete a mid-term and final report, evaluating the project implementation and results. Project effectiveness will be assessed using the following criteria: number of reports produced and topics covered, number of recipients of electronic versions, number of newspaper articles and television news programmes that cite the reports, number of conferences and conference minutes, and the number of conference participants and organisations represented.

A mid-term and final financial audit will be conducted by an outside auditor.

Other reports can be submitted upon request of the donor.

**RISK MANAGEMENT**

Principal risks, possible consequences, measures to reduce or control risks

There are minimal risks associated with implementing this project. While implementing the previous proposal, TI Georgia did not encounter any risks or consequences that limited project implementation. Especially considering that this is an extension of a previously implemented project, TI Georgia does not anticipate encountering problems that would adversely effect project implementation.

**PREVIOUS FUNDING FROM IRISH AID**

Year, country, project title, reference number and amount

TI Georgia has not previously received funding from Irish Aid.

**BUDGET**

In the format attached. Include information on requests to other donors and current status