



USAID | **CAUCASUS**
FROM THE AMERICAN PEOPLE



Governing for
Growth
in Georgia

ASSESSMENT OF COLLABORATIVE GOVERNANCE GAPS IN GEORGIA

FINAL ASSESSMENT REPORT

USAID GOVERNING FOR GROWTH (G4G) IN GEORGIA

15 OCTOBER 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Deloitte Consulting LLP. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

ASSESSMENT OF COLLABORATIVE GOVERNANCE GAPS IN GEORGIA

FINAL ASSESSMENT REPORT

USAID GOVERNING FOR GROWTH (G4G) IN
GEORGIA

CONTRACT NUMBER: AID-114-C-14-00007

DELOITTE CONSULTING LLP

USAID | GEORGIA

USAID CONTRACTING OFFICER'S
REPRESENTATIVE: REVAZ ORMOTSADZE

AUTHOR(S): ECONOMIC POLICY RESEARCH
CENTER

WORK PLANNING: 1500

LANGUAGE: ENGLISH

15 OCTOBER 2015

DISCLAIMER:

This publication was produced for review by the United States Agency for International Development. It was prepared by Deloitte consulting LLP. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

DATA

Reviewed by: Nato Beruashvili, Milo Stevanovich, Tamar Kaphianidze

Project Component: Overall Institutionalized Framework for Public Consultation

Practice Area: PPD

Key Words: PPD, CSOs, GoG, recommendations, roadmap, mechanism

ACRONYMS

ACC	Anti-Corruption Council
AMCHAM	American Chamber of Commerce in Georgia
BAG	Business Association of Georgia
CC	Consultative Councils
CREDO	Competitive Regional Economic Development
CSO	Civil Society Organization
DCFTA	Deep and Comprehensive Free Trade Area
DFID	Department for International Development
DP	Development Partners
EBRD	European Bank of Reconstruction and Development
EDA	Export Development Association
ENER	Single National Electronic Registry
ENPARD	European Neighborhood Program for Agriculture and Rural Development
EU	European Union
EUGBC	EU-Georgia Business Council
FDI	Foreign Direct Investment
G4G	Governing for Growth in Georgia
GCCI	Georgian Chamber of Commerce and Industry
GEA	Georgian Employers' Association
GFA	Georgian Farmers' Association
GIZ	Gesellschaft für Internationale Zusammenarbeit
GNERC	Georgian National Energy and Water Supply Regulatory Commission
GoG	Government of Georgia
GSMEA	Georgian Small and Medium Business Association
GWA	Georgian Wine Association
ICCIMA	Iran Chamber of Commerce, Industries, Mines and Agriculture
IFC	International Financial Corporation
IFI	International Financial Institution
IMF	International Monetary Fund
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture of Georgia
MoE	Ministry of Energy of Georgia
MoESD	Ministry of Economy and Sustainable Development of Georgia
MoF	Ministry of Finance of Georgia
NALED	National Alliance for Local Economic Development
NCEU	National Convention on the European Union
NEC	National Economic Council
OECD	Organization for Economic Cooperation and Development
PM	Prime Minister
PPD	Public-Private Dialogue
RIA	Regulatory Impact Assessment
SAM	Serbian Association of Managers
SFPA	Slovak Foreign Policy Association
SMART	Specific, Measurable, Achievable/Agreed upon, Relevant/Realistic, Time-bound

SME	Small and Medium Enterprise
SPICED	Subjective, Participatory, Interpreted and Communicated, Compared/Cross-checked, Empowering, Diversity/Desegregation
SPS	Sanitary and Phytosanitary
TAG	Trade Advisory Group
TPU	Tax Payers' Union
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VAT	Value-Added Tax
WB	World Bank
WG	Working Group

CONTENTS

DATA	II
ACRONYMS	III
1 A SUMMARY OF THE ACTIVITY OBJECTIVES AND ACHIEVEMENTS	6
2 A SUMMARY OF THE ACTIVITY IMPLEMENTATION PROCESS, LESSONS LEARNED AND RECOMMENDATIONS	8
2.1 METHODOLOGY FOR EVALUATING EXISTING PPD MECHANISMS	8
2.2 DATA ANALYSIS	9
2.3 PPD EVALUTATION RESULTS	13
2.4 PPD REFORM ROADMAP	15
2.5 DISSEMINATION OF RESULTS	20
3 DESCRIPTION OF PROJECT IMPACT AND RESULTS, BASED ON THE INDICATORS PRESENTED IN THE APPLICATION AS WELL AS ANY OTHER ANECDOTAL INFORMATION, STAKEHOLDER OR OBSERVER COMMENTRY	21
3.1 EXISITING PPD MECHANISMS	21
3.2 PPD BEST PRACTICES	38
4 LIST OF RECOMMENDATIONS AND CONCLUSION	47
ANNEX A: DATA COLLECTION	49
ANNEX B: LIST OF RESPONDENTS	50

1 A SUMMARY OF THE ACTIVITY OBJECTIVES AND ACHIEVEMENTS

Private sector development is a major challenge in the Georgian economy and is an integral part of poverty reduction strategy in the country. An important aspect in private sector development is a bottom-up approach and communication processes to ensure that issues of importance are then fed into the correct policy making processes. Making private sector development policy more responsive to private sector needs depends on the way in which Public-Private Dialogue (PPD) is organized, especially with respect to approaches and mechanisms, as well as institutional arrangements that bring together both public and private actors.

As of today, PPD in Georgia is highly unstructured, and is an informal process that mostly takes place on an *ad hoc* basis. Since 2011, the new tax code established the position of tax ombudsman in the country. The ombudsman was responsible in upholding the interests of businesses against the state, fostering relations between the Government and businesses and bringing private sector problems to the attention of the Government.

The purpose of assessment is to diagnose the collaborative governance gaps and develop relevant recommendations which will help appropriate stakeholders to institutionalize PPD as a mechanism for diagnosing the problems and opportunities for private sector development in Georgia. The past few years have shown that there is distrust between public and private sector actors in the country, which has resulted in limited responsiveness from public sector institutions to private sector requests. Additionally, in the conditions of EU Association Agreement implementation, it is of utmost importance to foster institutionalized PPD mechanisms for creating a foreseeable environment for the private sector in Georgia. PPD plays a key role in promoting and implementing enabling business environment reform. Governments that listen to the private sector are more likely to promote sensible, workable reforms. Entrepreneurs who understand what Government is trying to achieve are more likely to support these reforms. Meeting on a regular basis builds trust and understanding between the sectors. Failure to communicate leads to failure to understand each other's concerns, which in turn leads to distrust and non-cooperation. Non-cooperation leads to inefficiency and waste, which inhibits growth, investment and poverty reduction.

As a result of the assessment, it is expected that appropriate stakeholders will receive thoughtful information on the current condition of the PPD and its existing mechanisms, which will help all involved sides to foster the PPD process. As the model of the Organization for Economic Cooperation and Development (OECD) suggests, four stages of policy reform can be distinguished in which PPD is essential: (1) assessing and agreeing on problems; (2) designing legislation solutions; (3) implementing reforms; (4) monitoring and evaluating the impact of the reform.

At the initial stage, the focus of PPD on the national level should be ministries most involved in policy creation regarding the business climate in the country and that represent the interest of the largest private sector sub-sectors. These ministries are the Ministries of: Finance, the Economy and Sustainable Development, Justice, Agriculture and Energy.

Expected project impacts are the following:

1. Promotion of investment climate reforms, acceleration of reform process. The indicator for achieving the result is a simplification of regulations and controls and a standardization of procedures for introducing new legislative or institutional amendments;
2. Better diagnosis of investment climate problems and a better design of policy reforms. Indicators are the number of meetings held by Government representatives with the private sector and the number of recommendations taken by the Government;
3. Making policy reforms easier to implement. PPD helps to ensure that reforms actually affect the business climate, the feedback system is efficient and it applies pressure for action;
4. PPD initiatives shall promote transparency, good governance and public scrutiny of the Government. Indicators are an improvement of the quality of state initiatives, the quality of draft laws and institutional changes as well as rigorous cost-benefit analysis and impact assessment;

5. Mutual trust and understanding between the public and private sectors shall be built, improving social cohesion and civil society. Indicators are an increased trust in the Government by the private sector bridging the collaboration between the two players.

2 A SUMMARY OF THE ACTIVITY IMPLEMENTATION PROCESS, LESSONS LEARNED AND RECOMMENDATIONS

2.1 METHODOLOGY FOR EVALUATING EXISTING PPD MECHANISMS

The methodology that we have chosen to evaluate PPD mechanisms currently existing in Georgia is mostly based on the best modern practices applied in developing countries and emerging markets. The main source for the conventional methodology was a comprehensive website <http://www.publicprivatedialogue.org> – an output of the 1st International Workshop on PPD (February 2006, the World Bank Paris Conference Centre), organized by a cross-sectoral team from the World Bank Group, the Department for International Development (DFID) and the OECD Development Centre. Since then, annual workshops have brought together PPD practitioners in Douala, Cameroon (2nd PPD Workshop, April 2007), Dakar, Senegal (3rd PPD Workshop, April 2008) and Vienna, Austria (4th PPD Workshop, April 2009, 5th PPD Workshop, June 2010 and 6th PPD workshop, June 2011), in Frankfurt, Germany (the 7th PPD Global Workshop – PPD for Sustainable Business, 2014) and in Copenhagen, Denmark (The 8th International Workshop on PPD, 2015). However, in our research we used the experience of the aforementioned developing countries as well as certain idiosyncratic features distinct to Georgia.

At the moment, the PPD process in Georgia is unstructured at best, without any clear and measurable goals being set in most of the cases. On the other hand, the best practices suggest that evaluation preferably should not be done retrospectively but rather be the part of the overall structure. Given the aforementioned, the evaluation process we have undertaken, becomes quite complicated and requires a backward looking development of some measurable indicators that could be observed directly or inferred from interviews with stakeholders. Therefore, most of the indicators that we will be using are somewhat subjective and prone to interpretation issues. For now however, it is the only way we can proceed, and our aim is that our evaluation will be the basis for an improvement in conducting PPD in Georgia, so that in future the PPD design will be well structured with measurable goals and the possibility of real time monitoring and objective evaluation of the outcomes.

Our evaluation of the existing PPD mechanisms is divided into three main steps:

1. Data collection:
 - a. Identification of whether existing PPD mechanisms were spontaneous or part of a pre-established formal strategy; if such a strategy is found, then the following relevant documents will be analyzed:
 - i. Original program document
 - ii. Mission statement, mandate, official acts
 - iii. Periodic planning and reporting documents
 - iv. Policy papers of relevant Ministries
 - v. Statistical data
 - vi. Other relevant documents and sources
 - b. Identifying respondents and conducting relevant surveys/interviews with stakeholders
 - i. Interviews (with internal and external stakeholders)
 - ii. Questionnaires (internal and external stakeholders)
 - c. Observations, site-visits, etc.
2. Analysis of the collected data/information/statistics:
 - a. Using “Evaluation Wheel” developed by <http://www.publicprivatedialogue.org> for comparison and benchmarking
 - b. Assessment of organizational effectiveness and process development of PPD

- c. Economic impact of PPD
 - d. Presenting findings and conclusions
 - e. Lessons for the future
 - f. Recommendations
3. Dissemination of results:
- a. Publishing and distributing the report to stakeholders
 - b. Conducting workshops and presenting the results of the evaluation
 - c. Setting up a set of pilot PPDs as a foundation for a PPD mechanism reform in Georgia

2.2 DATA ANALYSIS

Among the instruments to be used to analyze the gathered information will be the Evaluation Wheel (f.1), developed to evaluate different aspects of PPDs in a visual way.¹ While we realize that subjective judgment becomes quite important in this case, we still think that out of the different methods of evaluating PPDs, the Evaluation Wheel is the most illustrative and given the lack of structure/strategy in PPDs in Georgia, it will prove very useful in the evaluation process.

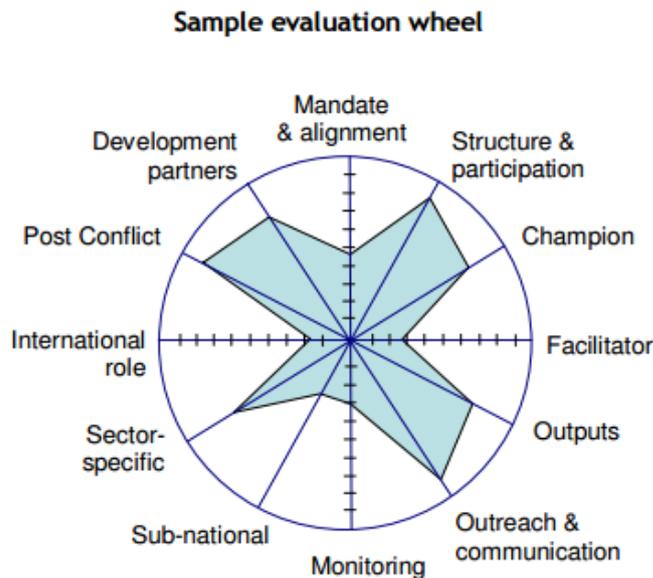


Figure 1 Sample Evaluation Wheel. <http://www.publicprivatedialogue.org/tools/PPDhandbookD4.pdf>.

For each of the twelve process aspects represented on the above wheel, there are two objectively verifiable indicators presented and indexed on a scale from 1 to 10. The average index between different indicators representing a single process aspect gives the final score to be plotted on the wheel.

¹ The methodology is taken from <http://www.publicprivatedialogue.org/tools/PPDhandbookD4.pdf> and adapted to our needs.

The following matrix presents several indicators that can be objectively verified by the evaluator(s) through interviews and desk research.

#	Operational Process Indicators	Index Measurement	Technique to Gather Information
Mandate and institutional alignment: Average scoring on all indicators on a scale from 0 to 10			
1	Existence of mission statement and capacity of participants to explain this mission statement	<ul style="list-style-type: none"> - Non-existence=0; existence (in coherent written document)=10 - Percent of respondents who are able to recite the substance of the mission statement; none=0; all=10. 	Desk study Interviews (minimum of 5 interviews with stakeholders)
2	Degree of anchorage of the partnership into existing public institutions, as per its mandate	<ul style="list-style-type: none"> - Percent of respondents who are able to recite the substance of the mission statement; none=0; all=10. - Mandate formally accepted and signed by relevant public institutions (none=0; all=10) 	Desk research Interviews
Structure and Participation: Average -Scoring on all Indicators on a Scale From 0 to 10			
3	Existence of rules and regulations in the partnership including formal mechanisms in place to balance power	<ul style="list-style-type: none"> - Non-existence of documents with rules and regulations=0; complete set of clear rules and regulations=10 - Equal participation of each stakeholder group (in number and level representatives); unequal or stakeholder groups missing=0; entirely equal=10 	Desk study Desk study Interviews
4	Degree of participatory decision-making	<ul style="list-style-type: none"> - Percent of decisions reached by consensus or vote during partnership meetings (none=0; all=10) - Active contribution of all different stakeholder groups in developing proposals (none=0; all=10) 	Desk study Interviews Interviews
Champion(s) and Leadership: Average Scoring on All Indicators on a Scale From 0 to 10			
5	The presence and clear involvement of successful shareholders recognized by their peers	<ul style="list-style-type: none"> - Existence of at least one recognized shareholder in each of the participating stakeholder groups (none=0, all =10) - Percent of respondents that identify the same shareholder(s) (all mention different shareholders=0, all mention the same one(s)=10) 	Interviews
6	Continuity of involvement of recognized shareholders in dialogue or partnership	<ul style="list-style-type: none"> - Turnover rate of recognized shareholders. (High, staying on only a few months=0 low, continuous presence=10) 	Interviews
Facilitation and Management: Average scoring on all indicators on a scale from 0 to 10			
7	Quality of facilitation of the PPD	<ul style="list-style-type: none"> - Existence of Terms of Reference for facilitators and other members of the Secretariat. (Nonexistent= 0; coherent written document=10) - Percent of participants who indicate that the facilitators gave a satisfactory performance 	Desk research Interviews
8	Quality of management arrangements (responsibilities, tasks, structure, arrangements)	<ul style="list-style-type: none"> - Existence of task descriptions for manager(s), and – if there is more than one manager – clear division of tasks (non-existence=0, clear description/division=10) 	Desk research Interviews

	etc.)	- Timely availability of project plans and timelines for all stakeholders (no and not for all=0 and yes for all=10)	
Outputs: average scoring on all indicators on a scale from 0 to 10			
9	Amount and kind of economic and/or reform proposals in relation to planning	- Number and kind of economic and/or reform proposals (none=0, as planned =6, exceeding planning=10)	Desk research Interviews
10	Degree to which dialogue or partnership has innovated or changed existing institutional structures	- Percent of respondents from external organizations who indicate the PPD has influenced their organization's activities. (None=0, all=10) - Appreciation expressed by external stakeholders on the performance of the PPD (no knowledge at all/low appreciation=0; detailed knowledge and high appreciation=10)	Interviews with external stakeholders
Outreach and communication: average scoring on all indicators on a scale from 0 to 10			
11	Quality and frequency of communication between different stakeholder groups	- Distribution of time between listening and speaking of participants of different stakeholder groups in meetings of the PPD (extremely unequal=0 and very equal=10) - Number of misunderstandings or disagreements in communication that are clarified (none=0, all=10)	Observation of meetings Interviews
12	Amount and type of outreach and communication activities to civil society and media	- Amount of money spent yearly by the partnership on media and communication as a percentage of the total budget of the PPD (no budget=0, total amount (needs to be customized to situation)=10) - Amount of (written, verbal, television) external communication messages (none=0, total amount (needs to be customized to situation)=10)	Desk-study Interviews (internal and external stakeholders)
Monitoring: average scoring on all indicators on a scale from 0 to 10			
13	Quality of reporting and documentation on activities of the partnership	- Number and frequency of monitoring reports (on a scale from 0 to 10) - Percentage compliance of reporting with qualitative targets set for monitoring (none=0, all=10)	Desk study
14	Degree to which monitoring results have resulted in changes in planning and targets	- Percent of follow-up actions on recommendations in monitoring reports (no recommendations followed up=0, all recommendations followed up=10)	Desk study Interviews
Sub-national: average scoring on all indicators on a scale from 0 to 10			
15	Existence of local and regional structures or consultation mechanisms for the dialogue or partnership	- Consultation of PPD (through formal structures/channels) at further decentralized geographical levels (no at all=0, many channels and all relevant levels=10) - Percentage of respondents at the level of local target groups (indirect beneficiaries of the PPD) who are satisfied with the performance of the PPD (none=0, all=10)	Desk study Interviews Interviews with beneficiaries and target groups at the local level

16	Existence of activities of the PPD at other levels (local, regional or national) through ad hoc activities or dedicated programs or working groups	- Number of activities at other levels than the dialogue and partnership itself (none=0, many and at many different levels=10)	Interviews (internal and external stakeholders)
Sector Specific: average scoring on all indicators on a scale from 0 to 10			
17	Degree to which the dialogue or partnership addresses specific participant complaints	- Number of (sub)sector or issue specific working groups in the PPD (none=0, all relevant subsectors= 10)	Desk study Interviews
18	Capacity of the dialogue or partnership to generate concrete solutions to specific participant complaints	- Number of (sub)sector or issue specific proposals generated (none=10, at least one per year for each (sub)sector or issue=10) - Quality of these proposals rated by the evaluator(s) (on a scale from 0-10)	Desk study Interviews
International Role: average scoring on all indicators on a scale from 0 to 10			
19	Presence and participation of participants in the dialogue or partnership at international forums and conferences	- Number of international events in which representatives of the PPD participated (none=0, all relevant international forums and conference=10) - Number of presentations on the PPD for audience as a percentage of total events in which was participated (none=0, all=10)	Desk study Interviews
20	Active consultation and contacts made by international actors to learn from the dialogue or partnerships	- Number of international actors who made inquiries with the PPD (none=0, regular inquiries by different international actors (at least 10 inquiries from 5 different actors)=10)	Desk study Interviews
Post-conflict – reconciliation: average scoring on all indicators on a scale from 0 to 10			
21	Capacity to resolve conflicts	- Existence of an internal communication strategy to mitigate conflicts (non- existent=0, existent (written and coherent)=10) - Percentage of conflicts that have been peacefully resolved within the PPD according to respondents. Average percent of all respondents (none=0, all=10)	Desk study Interviews (participants in the PPD)
22	Contribution made by the dialogue or partnership to conflict resolution and peace building in its external environment	- Existence of an external communication strategy to mitigate conflicts in the direct external environment of the PPD (not existent=0, existent (written and coherent)=10) - Number of relevant conflicts in the direct context of the PPD positively influenced by the PPD, according to external stakeholders. (no influence at all=0, in all conflicts positive contribution noticeable=10)	Desk study Interviews (external stakeholders)

Development Partners: average scoring on all indicators on a scale from 0 to 10			
23	Degree of dependence of the PPD on financial support of development partners (DPs)	- Amount of financial support from DPs as a percentage of the total costs of the dialogue or partnership (total budget provided by DPs=0, more than 50% of budget provided by own resources=10)	Desk study
24	Degree of autonomy of the agenda of the PPD from agendas of development partners	- Number of points on the agenda that were promoted by DPs as a percentage of total issues on the agenda. (all points promoted by DPs=0, no points promoted by DPs=10)	Desk study Interviews

The design of the evaluation wheel enables a clear picture of a dialogue or partnership, which can be used for comparing process-evaluation results over time in the same PPD or for comparing different PPDs on the 12 elements of the PPD matrix above.

The evaluation wheel will allow us to identify weaknesses in the PPD process in Georgia and focus on those weaknesses in further analysis with particular attention to recommendations and advice on steps that are required to rectify problems and eliminate/reduce failures.

2.3 PPD EVALUTATION RESULTS

The objective of this study is to evaluate the work of the existing PPD practices within the targeted Governmental Institutions in Georgia. Specific mechanisms for PPD have been active in each ministry for several years respectively. The Terms of Reference for this evaluation study required that the team assess the existing mechanisms of the PPD and how they impact the relationship between the public and private sector and how these relationships affect private sector development.

The proposed results of the monitoring and evaluation toolkit (Evaluation Wheel) of the PPD practices within the Georgian Government enabled project researchers to receive comprehensive comparisons across different PPDs, different stakeholder perspectives, different time periods, etc. The Evaluation Wheel was intended to provide an evaluation of different aspects of the performance of PPD mechanisms. It is important to note that the evaluation presents assessments of the 12 elements in order to provide a backdrop for further commentary on the most relevant elements for evaluation. The objective of this part of the assessment is therefore to understand the performance of the processes and structures put in place in support of the PPD and to link this to PPD effectiveness.

Some key observations from the evaluation wheel include:

As the PPD practices are not formally defined within the focused bodies of the Government, interview participants cannot clearly identify the concept of the PPD and are not largely satisfied with the mandate that they perceive. Several interviewed stakeholders strongly challenged the substance of the mission as they understood it, and a number of them felt that PPDs could take on a more sophisticated or "strategic" role and be more closely linked to the provision of technical assistance and other donor activities. There was relative satisfaction with the institutional alignment of the PPD activities, with some opportunity for better addressing potentially neglected groups (e.g. provincial, small or domestic business) by involving new stakeholders both in the private sector and the Government.

Participation in PPD activities is relatively mild although there are groups with more limited access in each direction, particularly small businesses. Progress in this dimension can occur quickly, however - there was a notably greater central level participation in different activities, which different ministries are conducting. There is also lack of consensus among CSO representatives on their role and involvement in PPD process.

The survey team found the involvement of "recognized shareholders" to be an important part of the PPD process. During the interviews it was possible to identify a number of such shareholders on the public and private sector side - though less than the research team might have expected. There does appear to be a link between the existence of recognized shareholders output. In some cases, there was substantially less agreement among recognized shareholders and the working groups appeared a little more divided, though this might be expected because of younger mechanisms of dialogue.

There is a very low degree of satisfaction with the facilitation role played during the PPD process in each ministry. Respondents were extremely pessimistic about the role of the individuals involved, though it was noted that they could be more valuable given more administrative and technical support.

The study looked at a number and types of outputs of the PPD. It must be stated that received PPD outputs were not of highly formalized structure for private sector dialogue with the Government. However, there were some periodic conferences and meetings and ongoing informal monitoring of PPD mechanisms. It is also relatively frequent to have specific recommendations for reforms to policies, laws or regulations, which can include suggested texts for new draft laws or amendments when appropriate.

The PPD research team found marketing deficient to some degree across the ministries. In some of them, participants are not highly satisfied with internal communications and all existing mechanisms could more actively market their activities and their impact to increase participation. In some cases, the prerequisites to active communication by the ministries have materialized in the form of a reasonable level of trust and frequent interactions among the parties. It is advised to develop a structured communication strategy prioritizing key messages -- PPD outputs and economic impact to target audiences within the PPD susceptible to increased participation and commitment to the partnerships.

The Monitoring and Evaluation (M&E) functions are largely overlooked by the surveyed ministries, including the progress matrices, quality reporting and ex-post assessment. The lack of proper M&E systems likely stems from the absence of internal requirements to set clear objectives. Setting up such systems would allow for increased accountability, and consequently a higher quality of output. Just as important, it would create the opportunity to define tangible objectives for the PPD by imposing the identification of measurable and quantifiable outputs, therefore forcing a more strategic prioritization of issues. Improved M&E could contribute significantly to the proposed more strategic approach to PPD activities advocated by our recommendations.

All existing PPD mechanisms have identifiable gaps in serving sub-national businesses. There are some regional PPD activities happening in each region of Georgia, yet each is lacking with respect to how it feeds into the central dialogue, or alternatively, it provides rural mechanisms for addressing issues.

Ministries pursue a "mixed model" with respect to arranging working groups along sectorial or crosscutting lines. This model for sharing key issues between working groups prior to the PPD events, seems like a positive development. Some sectorial working groups have had some success in approaching the cross-sectorial issues through the development of task forces within the working groups, which have looked into issues such as DCFTA, import & export, energy sector strategy, policy, etc.

PPD mechanisms take some active approaches on Foreign Direct Investment (FDI) matters. Government representatives have been active in dedicating some of its FDI-related activities towards promoting PPD processes and facilitating advocacy mechanisms for investors across the country.

PPD mechanisms are not effective in providing a platform for peacefully solving possible conflicts. In particular, the PPDs' capacity to put nascent controversies on the agenda may allow them to proactively solve conflicts that would otherwise escalate in post-conflict societies.

The PPDs are mainly supported by Development Partners (DPs) and donor organizations. DPs, particularly the ones using the private sector development programs, are for the most part supporting an increased effectiveness of PPDs by contributing technical assistance. Nevertheless, Government bodies are less motivated to design their own PPD mechanisms with the effective and well-structured process.

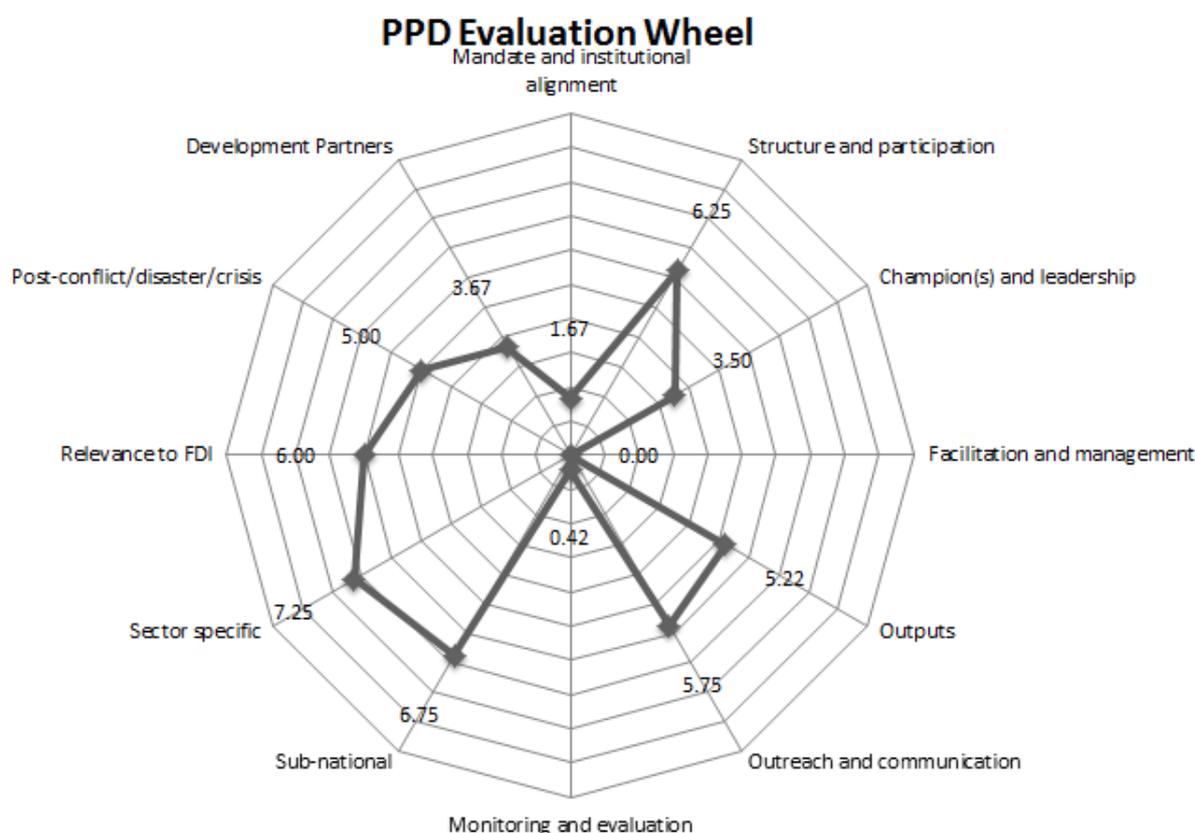


Figure 2 PPD Evaluation Results in Georgia.

2.4 PPD REFORM ROADMAP

The Roadmap² confirms the intents and goals of the Government of Georgia to develop a transparent process of PPDs in order to increase the trust between public and private sectors, improve existing governing practices and create a business environment in Georgia conducive to growth and poverty reduction.

1. Need for the PPD Reform

a. Lack of communication between Government and private sector:

At the moment, according to interviews with the business sector, communication on Governmental projects and initiatives between the Government and the private sector is *ad hoc* at best. Communication is fragmented, does not cover all Government agencies at all times and not all initiatives are being discussed.

b. Existing PPD is unstructured:

Both Government agencies and business stakeholders acknowledge that at the moment, the PPD in Georgia is unstructured. The dialogues, when held, are mostly organized after the initiative has already been drafted to be presented to Parliament, not when it's being prepared, even though the need for conducting regulatory impact assessments of the initiatives/projects

² An important source of ideas for the present roadmap, apart from authors' own research and interviews with the stakeholders, was the following document - <http://effectivecooperation.org/wordpress/wp-content/uploads/2014/04/Roadmapforscalingbusinessaspartnerindevelopment-Workingversion.pdf>.

affecting the business environment has been emphasized both by the private sector and the President of Georgia. In many cases, the Government agencies acknowledge that the PPD is disorganized and is mostly carried out on an *ad hoc* basis.³

- c. Private sector's recommendations and initiatives are rarely heard/implemented:

Often, business sector representatives have to seek information on the proposed/contemplated initiative through the press or through word of mouth. Cases, in which politicians/lawmakers make the first step towards the business sector in order to seek input are mostly box ticking exercise and are usually made later in the process with the only (significant) exception being the interactions between the Ministry of Agriculture and the Georgian Farmers Association, which take place on a day-to-day basis. Another concern of the private sector is that the recommendations, advice and/or wishes expressed at the public-private meetings are rarely implemented. This means that the dialogues themselves are rarely useful at all.

2. Actions of Priority

- a. Ensuring that Government initiatives directly affecting businesses, the business environment or that will somehow be related to conducting business in Georgia will be discussed with the private sector.

Fast and sustainable economic growth is of utmost importance for a developing country like Georgia. High unemployment, a large share of the population living at a subsistence level and a poverty rate of 11.6 percent means that economic growth is essential in order to improve the lives of a significant share of Georgian population, reduce poverty, create jobs and raise the overall standard of living. To that end, it is important for the Government to acknowledge the role of the private sector as a driving force of growth, the main source of new jobs and also the largest contributor to the Government's income. Therefore, the Government of Georgia must actively seek out the business sector's ideas and opinions when drafting and/or implementing economic reforms. Thus, the mechanisms offered by the creation of a PPD platform are very useful and have been acknowledged all over the world as essential in ensuring long-term economic growth.

Another important issue for Georgia is attracting sustainable inflow from the FDI. The relevant PPD mechanism should ensure that investment opportunities in Georgia are well promoted and the FDI inflow is diversified. An important feature of the PPD platform is for it to be both supply and demand-driven, for it to be focused on collecting feedback from the private sector as well as engaging the latter in discussions on new relevant economic/legislative initiatives right from the beginning.

- b. Ensuring Permanent and Inclusive PPD in Georgia.

The PPD in Georgia should be based on an overall strategic approach, with the overarching objective being to promote economic growth in the country through a continuous discussion of important issues, Government and private sector initiatives, identifying gaps and building the structure of the interactions between the Government and the business sector most conducive to sustainable and inclusive economic growth. The business sector in such a setup should be considered a strategic development partner and an important actor in the development of the country. The Government must ensure that through the PPD platform both short and long-term Georgian development priorities are in line with the investment and business activities of the private sector. Moreover, the resources in the development of social and economic structure required for sustainable growth must be invested both by private and public sectors and a well-defined and active PPD platform is the best way to ensure the optimal allocation of

³ With the notable exception being the Ministry of Energy, which particularly emphasized that it sees no need to further formalize the process.

resources to that end. The Government should not forget that increased business is the main objective of the private sector, whereas the latter should realize that the priorities of the Government lay in long-term development. The collaboration between both sectors should ensure more gains in each section. Ideally, the collaboration between the public and private sectors should be regular, the priorities should be aligned whenever possible, the Government should adopt business investment friendly policies and support sustainable and inclusive development, whereas the private sector should realize that sustainable economic growth is beneficial for business in the long term and thus should adjust their core business activities.

- c. Creating a standard evaluation mechanism for future use so PPD mechanisms introduced will undergo parallel monitoring

M&E is an effective tool to manage the PPD process and to demonstrate its purpose and performance. The adopted M&E framework should provide stakeholders with the ability to monitor internal processes and encourage transparency and accountability while remaining flexible, user-friendly and stakeholder oriented. Definition of inputs, outputs, outcomes, and impacts will be enhanced with a designation of appropriate indicators through periodic review from stakeholders, which will rely on the collection of reliable data. M&E techniques enable better overall planning, can ignite potential advocacy, and provide both internal and external motivation to promote more effective implementation. To this effect, the PPDs should develop a baseline assessment to measure their effectiveness in order to enable the partnership to better measure how it is achieving its goals over time and delivering on its envisaged benefits⁴.

The PPD platform must use both internal and external monitoring and evaluation techniques. The external monitoring of the PPD is outside the scope of the present report; an excellent in-depth description of how the external monitoring and evaluation of the PPD should take place can be found in the Section D of the PPD Handbook as published by <http://www.publicprivatedialogue.org/>.⁵

A progress matrix, which has been used quite successfully in a number of countries, can be a good strategic instrument to adopt for M&E in Georgia once the permanent PPD platform is in place. The matrix has five columns: the first describes an issue, the second summarizes the private sector recommendations on the issue, the third is for tracking progress on this issue in working group meetings, the fourth tracks the current status of proposals related to this issue in the PPD forum as a whole (e.g. firm commitments, sub decrees signed, laws submitted to parliament) and the fifth marks achievements.⁶

An important part of M&E is the tracking of reform proposals from initial suggestions to the final proposal. On the whole, the monitoring and evaluation process should promote accountability and transparency of the PPD.

- d. Creating a support system that will serve as an important addition to the permanent PPD platform

The support system should include:⁷

- Funding organizations: financially or otherwise supporting the development of public-private partnerships (potentially by supporting intermediary organizations or platforms) and financial support for implementation (donors, foundations);
- Intermediary organizations: creating platforms and/or otherwise catalyzing partnerships (UN or other development agencies, NGOs, business or other membership organizations);
- Partnership brokers: skilled professionals able to take partners through a robust partnering process to ensure an alignment of interests and robust, effective partnerships (consultancies,

⁴ <http://www.publicprivatedialogue.org/tools/PPDhandbookC7.pdf>.

⁵ See <http://www.publicprivatedialogue.org/tools/PPDhandbookD1.pdf> and following subchapters.

⁶ <http://www.publicprivatedialogue.org/tools/PPDhandbookC7.pdf>.

⁷ <http://effectivecooperation.org/wordpress/wp-content/uploads/2014/04/Roadmapforscalingbusinessaspartnerindevelopment-Workingversion.pdf>.

universities or intermediary organizations);

- Capacity building organizations: providing training in effective partnering for individuals; supporting organizational development (consultancies, universities, training organizations);

- Monitoring, evaluating and learning organizations: undertaking M&E of platforms and partnerships; measurement of progress on the roadmap; drawing out learning (universities, consultancies, development agencies);

At the same time, significant resources must be invested in the capacity building of the public officials, ensuring their active and informed participation in the PPD.

- e. Ensuring the coherence of the framework of different reform processes and the institutional capacity to manage reform processes

Reform processes must be coordinated both among various Government agencies (which is not the case today) and across all the potential participants of the PPD process in Georgia. In particular, the coherence and unified direction of all reform projects is important for the business sector to clearly see the development vector of the country and act accordingly. At the same time, the perspective of the business sector will provide an opportunity to fine tune the reform process in a way that will ensure optimal development.

3. Reform stages

- a. Evaluation of existing PPD mechanisms (including the present report)

The existing PPD mechanisms need to be evaluated in order to assess the situation today, find the weaknesses of the present setup, make it more transparent, and find the most optimal way of moving to the permanent PPD platform.

- b. Identifying weaknesses in the current setup

Identification of the weaknesses in the existing PPD mechanisms will enrich the possibility to develop relevant strategy and list of recommendations needed for different level of PPD.

- c. Setting up a standard procedure for PPDs applicable to most Government initiatives

The PPD platform should have a clearly defined formal mandate. There is a number of different options available when establishing a mandate for the PPD, each with its own strengths and weaknesses,⁸ according to our research however, in order to ensure a quick and efficient process, at the initial stages the platform may only have a mission statement, co-signed by all the stakeholders (with the caveat that the stakeholder representation must be as wide as possible). However, once the platform is up and running, an institutional mechanism is preferable. The PPD platform in Georgia should be a legally backed formal institution, which will make the PPD process an obligatory one, ensure the maximum participation of the private sector in the reform process and emphasize the commitment of the Georgian Government in cooperating with businesses.

It should be noted that the formal mandate alone would not be enough to ensure the efficiency of the PPD process. But the existence of the mandate alone will establish credibility and enable dialogue to be easily integrated into the existing institutional framework.

In creating the institutional framework of the PPD platform, it is important to avoid an excess bureaucratization of a newly-created institution, to ensure the aligning of the working process with existing institutional priorities and most importantly to make sure that the existing PPD

⁸ <http://www.publicprivatedialogue.org/tools/PPDhandbookC1.pdf>.

mechanisms (even though they are mostly *ad hoc*) and the existing legal stipulations for the PPD are seamlessly integrated into the new structure. It is also important to avoid any delay in the start-up and ensure that the institutional mechanism of the PPD platform allows for a timely response to changes.

Finally, the new formal PPD platform should be presented to the widest audience possible, while clearly indicating the goals and objectives of the institution as well as explaining to the general public why such a mechanism is conducive to sustainable growth and development. This can be made through a number of workshops/conferences with the wide representation of media and civil society.

The new and independent institution will also be perceived as a neutral facilitator, which will be acceptable for all stakeholders, thus removing any possibility of antagonism.

Participation of relevant representative stakeholders should be agreed on in a transparent manner and should be balanced and practical so as to best serve the objectives of the dialogue. It might be advisable to provide for the setup of the working groups in order to make the discussion of reform strategies for various sectors more efficient.

d. Ensuring the monitoring and evaluation process to be in place along with the PPD

The formal PPD platform must be monitored and evaluated on a continuous basis. The platform should not be considered a static mechanism, rather a dynamic one, with permanent onus on modernization and improvement. To that end, a well-established M&E system is essential to assess the progress of the PPD platform over time, track the inputs and outputs and the impact. It is essential for the PPD platform to have well defined, clear and measurable goals and objectives. According to the PPD Handbook,⁹ “this requires the development of measurable indicators: Specific, Measurable, Achievable/Agreed upon, Relevant/Realistic, Time-bound (SMART) that permit objective verification at a reasonable cost. At the same time, more qualitative indicators also need to be developed, particularly for the outcome and impact level: Subjective, Participatory, Interpreted and Communicated, Compared/Cross-checked, Empowering, Diversity/Desegregation (SPICED). These SPICED qualitative indicators address more subjective aspects in M&E.

4. Targets and Stages

a. Creation of legislative grounds of PPD

As noted above, the initial stages of the PPD platform creation can involve only a formal mission statement from stakeholders, creating legal grounds for the formal institution should be done later on and in parallel with the ongoing PPD activities. However, it would be advisable to set a clear timeframe for legislative changes, to show the commitment to the cause. The legislation itself should go through a PPD process (within the scope of the mission statement above), which will guarantee the transparency and accountability of the process and give an optimal solution.

b. Implementation and publishing of monitoring and evaluation of PPDs

Both internal and external M&E must be clearly defined both in the scope and in the timeframe. The evaluation must take place regularly, preferable quarterly or on a semi-annually.

c. More transparency and openness of PPD

The PPD itself must be transparent and the minutes of the dialogues must be readily available

⁹ <http://www.publicprivatedialogue.org/tools/PPDhandbookD1.pdf>.

on the platform's website. At a certain stage of a reform/initiative discussion dialogues must become open for the civil society/ NGOs, who might have consultancy role (without any requirement for the PPD to necessarily accept the recommendations). The information on the PPD must be published both in printed and online media.

2.5 DISSEMINATION OF RESULTS

The report will be published both online and as a hard copy and will be distributed among all the stakeholders, both to the ones interviewed during the report preparation process and to potential participants of future PPDs.

In fact, the PPD roundtable discussions within the framework of this project were dedicated to presenting the key findings and recommendations to stakeholders, as well as the general public. The representatives of GoG, particularly, Tbilisi City Assembly and the Ministry of Economy and Sustainable Development, as well as SCOs discussed specific thematic issues which are strategic entry points to foster meaningful dialogue in the country. The feedback provided during the roundtable is integrated into the final assessment report.

3 DESCRIPTION OF PROJECT IMPACT AND RESULTS, BASED ON THE INDICATORS PRESENTED IN THE APPLICATION AS WELL AS ANY OTHER ANECDOTAL INFORMATION, STAKEHOLDER OR OBSERVER COMMENTRY

3.1 EXISITING PPD MECHANISMS

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
<p>PM's Office Economic Council</p>	<p>Informal (<i>ad hoc</i>) Dialogue with the private sector takes place through the Economic Council created under the Prime Minister's Office.</p> <p>Private sector turns to the Economic Council for better access to information, complaints about legislation mostly via regular post; in certain cases these complaints come after no action from relevant line ministries; often, the private sector is passive when attending thematic meetings organized by the ministries. Later on, once the legislation enters into force, certain business representatives face difficulties and only after that do they turn to the Prime Minister's office for assistance. Most of the Sectorial associations are also weak in the process.</p> <p>Economic council organizes meetings with private sector representatives on issues of importance that might affect businesses.</p>	<p>Milk regulation legislation</p>		<p>PPD is not organized only on grounds of an initiative, but rather once the initiative is a draft, before it hits the parliament.</p> <p>The Council prefers informal, unstructured ways of communication, such as calling up relevant associations or ministries, getting an idea of how they feel about the initiative, and in case it is decided that the meeting is worthy to hold, they call up relevant representatives from the business sector and hold joint thematic meetings with line ministries. Economic council mainly communicates with Business Association of Georgia (BAG) and Georgian Farmers' Association (GFA).</p>

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
Investment Council	Newly established Investment Council will be a platform for dialogue.	<p>Migration law</p> <p>Tobacco excise tax</p>	<p>Economic team of the Ministries' realized possible negative impact of the legislation and made subsequent changes based on the analysis presented by</p> <p>Tobacco sector representatives are working on presenting evidence-based research to the council on the possible impact of an excise tax increase on the economy. The meeting was organized with the support of EBRD and Business Associations.</p>	<p>Investment Council - a high-level PPD platform initiated and agreed with GoG, particularly with PM. The Council is presented by the GoG, donor community and private sector. The Government is represented by the Office of the Prime Minister and four key ministries on a permanent basis (MoF, MoESD, MoA, MoE) and, other additional ministries on an ad hoc basis according to the subject of the reform. The business community is represented by major Business Associations (including AmCham, GCCI, EUGBC, BAG. EBRD, WB and IFC are presenting the donor community. EBRD is in charge of funding the Secretariat of the Council for three years to facilitate communications and coordinate interactions between the various parties.</p>

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
Administration of the President of Georgia	<p>PPD platform is used on <i>ad hoc</i> basis, whenever an issue is of great importance for the business or Civil Society Organizations (CSO), intensive face-to-face meetings are organized, and feedback is collected.</p> <p>These meetings take place at least once every three weeks, which makes this platform nearly permanent.</p>	<p>The President's Parliamentary speech was prepared in tight coordination with private sector and CSO representatives;</p> <p>The president appoints heads of the regulatory commissions or other entities, where he is entitled to name the candidate, he does so in collaboration with the CSO representatives.</p>	<p>The presidential veto on the National Bank bill concerning the supervision of commercial banks. The revised draft bill proposed by the president was prepared based on a number of PPDs held with the CSO and international organization representatives;</p> <p>The president nominated the member of the National Bank's Supervisory Board; members of the Georgian National Energy and Water Supply Regulatory Commission (GNERC) after holding meetings with CSO representatives.</p>	<p>The administration organizes meetings with the CSO representatives on regular basis, however it is less active in coordinating with the Business Associations and the private sector;</p> <p>The president, in his recent speech, mentioned the necessity of conducting Regulatory Impact Assessment (RIA) of initiatives affecting business environment, before the first hearing is held in the Parliament.</p>
Parliament of Georgia	<p>PPD takes place on <i>ad hoc</i> basis, via two difference channels: through the Parliament Chair and through individual committees. Separate Committees organize sectorial meetings with the relevant stakeholders based on thematic issues. On the other hand, Business Associations contact the cabinet of the Parliament Chair directly and request meetings. Communication oftentimes takes place behind closed doors and the issues for review are: political situation, industrial issues, individual problems, etc.</p> <p>Especially active in this direction are the agrarian and sectorial economics</p>	<p>Meeting with the tobacco producers on the issue of excise tax.</p>	<p>To ensure more transparency and openness, the representative of AMCHAM has an office in the Parliament of Georgia and is involved in the legislative issues on daily basis.</p> <p>One of the most successful PPD initiatives was a parliamentary think tank establishment: Business and Economic Parliamentary Center funded through British Petroleum in Georgia.</p>	<p>A number of NGOs and international organizations have offices in the Parliament of Georgia, which enables them to be actively involved and participate in the ongoing issues on daily basis.</p> <p>The Parliament does not agree with the opinion that some of draft laws cannot be found on the website. However, the interviewed agreed that the website is not user friendly and it is extremely difficult to keep track of the ongoing draft laws. Main challenges include the format of the draft laws, and the search system that needs optimization.</p> <p>Something that could be improved is the accessibility of schedules and</p>

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
	committees.			agendas for Committee Hearings. Schedules are oftentimes prepared last minute and agendas are not always available.
Ministry of Justice of Georgia	<p>Inter-Agency Coordination Council for Fight against Corruption in Georgia. The council is supported by its Secretariat (Analytical Department of the Ministry of Justice of Georgia) and Working Groups.</p> <p>Members of the Anti-Corruption Council (ACC) are representatives of three branches of power, international and local organizations as well as business sector. Currently, the Anti-Corruption Council consists of 47 members and is chaired by the Minister of Justice of Georgia.</p>	<p>Awareness raising and study of risks of business integrity</p> <p>Implementation of integrity and anticorruption programs in the state-owned enterprises</p> <p>Increase of transparency and objectivity in privatization process</p> <p>Strengthening cooperation between state and private structures on anticorruption issues</p>	<p>Formation of Expert level Working Group. 9 Thematic Working Groups each chaired by one representative of public agency and one representative from NGO.</p> <p>The Thematic Working Group on Prevention of Corruption in relation to Private Sector included representatives from relevant public agencies such as the State Competition Agency, Business Ombudsman as well as Georgian Business Association, AMCHAM, Chamber of Commerce of Georgia, National Bank of Georgia and other non-Governmental/international organizations.</p> <p>In total, 17 Meetings of Thematic Working Group and seven meetings of the Expert level Working Groups as well as two Anti-Corruption Council Sessions were held throughout the strategic development process thereby ensuring intensive and collaborative participation of all stakeholders.</p>	<p>Apart from involvement in the development of new strategic documents, business sector representatives included in the ACC membership are able to participate in the monitoring and evaluation of anticorruption policy documents' implementation. Particularly, according to the new Monitoring and Evaluation Methodology adopted by the ACC in 2015 the monitoring/evaluation reports and monitoring tools to be prepared by the ACC Secretariat throughout 2015-2016 shall include the feedback and inputs on the implementation of activities provided by civil society.</p> <p>New Anti-Corruption Strategy and 2015-2016 Action Plan were developed on the basis of intensive discussions held in the framework of the ACC, Expert level Working Group as well as 9 Thematic Working Groups responsible for drafting the respective parts of the new Action Plan, each chaired by one representative of public agency and one representative from NGO. The Thematic Working Group on Prevention of Corruption in relation to Private Sector included representatives from</p>

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
				<p>relevant public agencies such as State Competition Agency, Business Ombudsman as well as Georgian Business Association, AMCHAM, Chamber of Commerce of Georgia, National Bank of Georgia and other NGOs. One Government representative from Competition Agency and one business sector representative chaired the Working Group.</p> <p>Apart from facilitation of implementation of the Action Plan activities as provided above, the ACC Secretariat plans to organize awareness raising meetings with the business representatives on the existing anticorruption networks working on business related issues as well as other initiatives such as Global Compact, etc.</p>

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
Ministry of Agriculture	<p>Coordinated via sectorial associations (honey-makers association, wine association, farmer's association, etc.);</p> <p>Relevant departments of the Ministry, as well as the Deputy Ministers themselves have very tight relations and almost daily contact with the sectorial associations (Honey Maker's, Wine Maker's, Grain Growers' Association).</p> <p>Public Hall (საზოგადოებრივი დარბაზი) at the National Food Agency, which organizes thematic meetings and invites private sector representatives to participate in these discussion panels. The National Food Agency coordinates the process and their premises are used for the events. The Comprehensive Institution Building Program funded by the EU initiated the platform.</p>	<p>Milk and Honey Regulations</p> <p>Rules of Business Operator Recognition</p>	<p>Initiative was publicly available for one month and was open for feedback and comments. Milk and honey regulations were initiated by the GoG in order to develop the sector and protect consumer rights. The discussions were held at the Public Hall and the interests of honey/milk producers were incorporated into the law.</p>	<p>PPD has become especially important and practical after the Deep and Comprehensive Free Trade Area (DCFTA) agreement went into force. Implementation of the Agreement requires a number of legislative changes and improvements, especially in the direction of Sanitary and Phytosanitary (SPS). When organizing thematic meetings the Ministry uses a database of stakeholders for their invitation. Thematic meetings are organized based on the importance of an initiative. Private sector is rather passive; initiative mostly comes from the side of the Ministry. At the same time, private sector representatives rarely have any comments or suggestions during these meetings; they are reluctant to speak up especially if the Minister or any high level officials are present during these meetings.</p>

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
Ministry of Economy and Sustainable Development	<p>PPD mechanism is rather unstructured and disorganized, it includes meetings of the minister with Business Associations; staff of the ministry also conducts regional meetings and consultations with business representatives.</p> <p>With the support of the G4G project, a concept for formalizing the PPD mechanism -Trade Advisory Group (TAG), has been created. The initiative is yet to be enforced, most probably through the Minister's Decree.</p>	<p>Licensing and permits</p> <p>Small and Medium Enterprise (SME) Strategy</p> <p>DCFTA related meetings with the business representatives</p>		
Ministry of Energy of Georgia	<p>The PPD mostly takes place with the energy market players. Before a policy decision is made, the market players are invited for a meeting to share their views on the topic. Rarely does the dialogue take place in the form of a working group formation.</p> <p>When it comes to strategic decisions (Energy Strategy of the country), a wider group of stakeholders are involved. The strategy was uploaded on the website of the ministry and was open for comments and feedback for two weeks. Feedback was received from non-Governmental organizations and academia. Most of the feedback was integrated into the strategy.</p>	<p>All types of amendments made to the market rules in the energy field are negotiated with market players.</p> <p>Most of the time, an initiative comes from market players Themselves.</p>	<p>Specific outcomes were not mentioned, however changes to the policy are most of the times coming from the market players themselves, or are tightly coordinated with them.</p>	<p>The Ministry does not think that there is a need to further formalize the process. The mechanism is in place and it works smoothly, the law and other administrative codes guide most of the procedures.</p>

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
	<p>PPD cannot be called a formal process at the ministry; it is conducted on an <i>ad hoc</i> basis.</p> <p>Public consultations are requested by the Georgian legislation. Namely, the construction of a hydro power plant is not possible without holding proper consultations with all the involved stakeholder groups.</p>			
Ministry of Finance of Georgia	<p>There are several mechanisms to receive feedback from the private sector companies and ensure their engagement.</p> <ul style="list-style-type: none"> - Significant draft laws are <i>uploaded to the website</i> for discussion (e.g. Tax Code draft, Draft Budget) - <i>Each taxpayer has his/her own page on e-filing website www.rs.ge</i>; Significant information is delivered to him/her as a notification for receiving feedback (e.g. transfer pricing instructions have been sent using following format); - Face to face meetings – with Business Associations: Business Association of Georgia (BAG), Georgian Small and Medium Enterprise Association (GSMEA), Tax Payers Union (TPU), Georgian Employer’s Association (GEA) thematic meetings with Oil Importers’ Association, etc. the meetings are headed by the Minister or Deputy Ministers; 	<p>Taxation regime for Construction</p>	<p>In order to renew construction works started before the 2008 war, meetings were held with Builder’s Association.</p>	<p>In many cases, business initiatives serve narrow interests and are not comprehensive to represent sectorial problems or issues.</p> <p>Initiatives coming from businesses do not have financial impact assessments.</p> <p>Most of the initiatives concern tax reduction and do not cover other problematic issues.</p>

Government Agency	Type of PPD Mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
	<ul style="list-style-type: none"> - On-site visits – in case of specific amendments (change in labeling of non-alcoholic beverages) the minister conducts on-site visits; - Analysis of complaints filed by the business ombudsman. 			
		Excise Tax	Meetings with tobacco producers, public statements from the side of the ministry, amendment package uploaded for discussion beforehand.	
		Labeling of non-alcoholic beverages	Meetings with producers	
		Profit tax reduction	Ongoing initiative, meetings are held with stakeholders	

Business Associations	Type of PPD mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
<p>American Chamber of Commerce in Georgia (AMCHAM)</p>	<p>The chamber is relatively active and holds two or three meetings per week with representatives of Government. AMCHAM is currently working on a number of ongoing legislative initiatives (such as agricultural land, migration law, national bank supervisory function, etc.).</p> <p>GoG Counterparts: business ombudsman office, Ministry of Economy and Sustainable Development, Parliament of Georgia. Unless the initiative comes from a particular ministry, these are the most frequent points of contact.</p>	<p>Law on labor migration</p>	<p>The limitation on hiring foreigners by private companies has been abolished due to active involvement of Business Associations. The provision was removed; Relevant stakeholders conducted meetings with EU Representatives, received clarifications and passed the message on to the ministry.</p>	<p>Obtaining information – three ways of receiving information:(1) Collecting information from local Media, press and other channels. The Chamber is determined to establish a structured mechanism to get information: for instance AMCHAM assigned a designated person who is responsible to sit in the Parliament of Georgia and actively communicate with the staff of the Parliament, including members of the Parliament. Accordingly, AMCHAM representative is able to manage building of professional network and relationship with the Parliament. It also helps to develop and deepen mutual trust between AMCHAM and the Parliament. (2) Tracking Parliamentary website, through the committees (3) initiating contact with the relevant agencies (for example with the National Tourism Agency appropriate link has been initiated since the tourism development strategy is being developed. (4) Policymakers actively interact with AMCHAM, however this usually is a box ticking communication, and most often this is done at the very last moment, when policy makers are urgently required to consult with business representatives.</p>

Business Associations	Type of PPD mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
Business Association of Georgia (BAG)	<p>PPD is not a structured process and is more a formality rather than a workable structure. There is a lack of planning, problems in managerial skills, etc. Invitation to participate in a review process of a legislative change arrives a day before the scheduled meeting, not giving them enough time to prepare relevant recommendations, notes and reaction.</p> <p>Lobbying certain amendments/initiatives openly (through joint statements with other Business Associations through media sources), as well as in a closed meetings attended by Governmental representatives.</p>	<p>Labor Code</p>	<p>Labor inspection</p>	<p>Access to information – Governmental initiatives are known sometimes at the initial stage, sometimes when it is already a draft law, it happens that an initiative is only known when it is passed with the first hearing. One time there was a case information about a legislative change was made available when it was already a law (through media channels);</p> <p>Generally, BAG uses its personal contacts and channels to gain access to legislative changes; website of the Parliament of Georgia is not user-friendly and searching for ongoing legislative drafts is not always easy.</p>
		<p>Migration Law</p>	<p>Limiting the business sector's ability to employ foreign citizens</p>	
		<p>Moratorium on executing real estate of NPL holders.</p>		

Business Associations	Type of PPD mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
Georgian Small and Medium Enterprise Association (GSMEA)	<p>The new labor code set a precedent of having a formalized structure of a commission made up of the state, business and professional unions. The commission has not been active since, with only one meeting held.</p> <p>The existing PPD mechanisms are unstructured; meetings take place on <i>ad hoc</i> basis. Such meetings are: Government and Business sector meetings, Ombudsman and Business sector meetings, and President and Business sector meetings. These meetings from the side of the GoG are attended by the Deputy Ministers or Ministers.</p>	<p>Amendment made to the article 255 in the tax code of Georgia</p>	<p>Before the amendment, once the first instance court made a decision, it was sent out to the enforcement agency, without taking into account the fact if the decision was appealed against and re-tried in the second instance court. As of now, enforcement is done only after the Court decision came into force.</p>	<p>Overall accountability of the GoG has improved over the past years.</p>
		<p>Labor inspection</p>	<p>5-6 associations lobbied for postponing and eliminating the amendments, ultimately the GoG dropped this amendment.</p>	
Georgian Employer's Association (GEA)	<p>PPD is definitely not a structured process and despite the fact that policymakers often publicly display interest towards business positions, meetings are mostly a formality and are generally organized through initiatives of particular associations and organizations.</p> <p>Association collaborates with the Ministry of Economy and Sustainable Development of Georgia as well as the</p>			

Business Associations	Type of PPD mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
	Ministry of Agriculture of Georgia, Tbilisi City Hall, and Revenue Service. Regular meetings are held, at least once a month with GoG representatives.			
		Approval of labor conditions monitoring program in February 2015	Aiming to help employers in creating a safe and healthy environment for employees, preventing revealed violations and revising and defining labor safety and health protection standards.	
	<p>Within the ENPARD project, coordination meetings with representatives of donor and partner organizations and Government officials are held regularly. Relevant recommendations from the meetings are shared between stakeholders and appropriate strategies are generated for further actions.</p> <p>Periodically, Ministry of Agriculture of Georgia initiates meetings with representatives of GFA on various ongoing topics of importance and relevance. However, those meetings are not of obligatory or planned character.</p>	Law on Agricultural Cooperatives	GFA participated in open discussion meeting of stakeholders, after which sufficient recommendations and remarks were generated and proposed to the GoG for further consideration.	
Georgian Farmers Association (GFA)		Work on new state-financed grants project for supporting honey producers' cooperatives in Georgia by providing	At the stage of planning the initiation of the program, honey producers were not informed of this particular project. Accordingly, GFA played a vital role in information dissemination process. Additionally,	Nino Zambakhidze, GFA Founder and Chairwoman actively communicates with representatives of GoG on day-to day basis, therefore information about legislative changes and initiatives taking place in agricultural sector is

Business Associations	Type of PPD mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
		grants	a number of experts of the association suggested particular recommendations for future strategy. Similar program will be implemented for dairy product producers' cooperatives as well.	always available for the association. Another mechanism to access the information is coordination meetings conducted by GFA. GFA Special Group continuously delivers daily media outlooks serving as an additional source of information.
		Organizing the first stakeholder's forum on the Tea Sector	On July 1, 2015 with collaboration of ENPARD and other partner organizations and with active participation of Government representatives.	
	The Government expresses its readiness to cooperate and communicate with the EDA; However, the main challenge in this direction remains qualification and systematization of the whole process.	Entrepreneurship Development Agency	The agency was envisaged by the association. The strategy of the agency was written in-house and has been financially supported by German Development Agency (GIZ).	
Export Development Association (EDA)	GWA collaborates very intensively with the National Wine Agency as well as with the Ministry of Agriculture of Georgia. Meetings are frequently initiated by both sides according to significant problems and issues that should be resolved.	New law on Wine	Submitted recommendations were fully considered.	Special attention should be paid to the follow-up of the meetings and dialogue. The ideas expressed during the meetings do not often come into reality and do not reach decision makers, or not implemented.
Georgian Wine Association (GWA)	The degree of involvement of the civil society in the decision making process varies depending on the issue and field. For instance, civil society is actively engaged in the formation of anticorruption policy and the	Anti-Corruption Council that is an inter-agency council involving representatives of different	The recommendations published by TI Georgia during previous years are clearly reflected in the recently amended law on conflicts of interest and corruption in state agencies.	Recently, in February 2015, the Association signed a memorandum with the National Wine Agency, aiming to enhance further collaboration and dialogue with GoG representatives.

Business Associations	Type of PPD mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
	<p>implementation process of legislative changes. On the other hand, there are cases when the Government initiates and implements changes without any further public consultations.</p> <p>The degree of accountability is different for different Governmental agencies. For instance, it is observed to be comparatively high for the Ministry of Justice and the Parliament, while low for the Ministry of Internal Affairs.</p>	<p>Governmental and non-Governmental agencies including TI Georgia, serves as an example of an existing PPD platform</p>		
<p>NGO - Transparency International (TI) Georgia</p>	<ul style="list-style-type: none"> - Experts of the Business Ombudsman's Office have face to face meetings with the private sector representatives on daily basis; - From time to time, the Prime Minister meets private sector representatives in Tbilisi and the regions; - A joint working group is created at the Ministry of Finance that unites representatives of the Tax Ombudsman and the Ministry of Economy and Sustainable Development; <p>Legislative amendments that might affect business environment in the country are sent to the business ombudsman experts for further analysis (examples: tax code, amendments to the Law on Free Trade and Competition, amendments to the</p>		<p>VAT exemptions for construction sector</p> <p>Nuts processing sector establishment of damage norm</p> <p>Writing off tax liabilities</p> <p>VAT exemption for internal processing of goods</p>	<p>Information about draft laws and legislative amendments is accessed by the organization through their parliamentary group obliged to monitor ongoing processes within the parliament. Furthermore, TI Georgia actively collaborates with Anticorruption Council and Civil Service Bureau.</p> <p>In order to improve PPD Dialogue format, TI Georgia suggests dissemination and adoption of best practices in this direction such as successful cases of Ministry of Justice of Georgia and State Service Bureau, in other Governmental agencies.</p>

Business Associations	Type of PPD mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
	<p>Law on Introducing Protective Measures in Trade, the Draft Law on Consumer Rights' Protection, amendments to the Enterprise Law, amendments to the Law on State Program on Labor Condition Monitoring, etc.</p>			

Business Associations	Type of PPD mechanism	Project (if any particular PPD has been discussed)	Activities/Outcomes	Notes
Business Ombudsman				<p>Business Ombudsman protects legal interests of the private sector. For this purpose, Business Ombudsman has the right to ask the state authorities for additional information, create a special working group with the participation of private sector representatives, and ask relevant authorities for clarifications.</p> <p>According to the legislation of Georgia, Business Ombudsman serves as a mediator between the Government of Georgia and the private sector to identify, analyze, study and solve problematic issues of the private sector.</p> <p>Access to information:</p> <ul style="list-style-type: none"> - Direct contact with the private sector (meetings, telephone and internet communication, statements from business representatives); - Dispute settlement body at the Ministry of Finance for identifying problematic issues; - Auditors' and Lawyers' Working group at the ombudsman's office that identifies and works on problematic issues; - Meetings with business and sectorial associations.

3.2 PPD BEST PRACTICES

The notion that explicit permanent dialogue between the Government and the business sector is a necessary condition both for the Government to be able to adjust its policies to promote economic growth and development, and for the private sector, for long term planning of their operations, has become particularly prominent in the past two decades. This is particularly true in case of developing countries and emerging markets to the extent that practically all donors and International Finance Institutions (IFIs) include the existence/establishment of well managed PPDs as an important condition of promoting better and more efficient public policies. The weight that has been given to PPDs is further supported by the creation of the website <http://www.publicprivatedialogue.org>, which initially had been “an output of 1st International Workshop on PPD (February 2006, the World Bank Paris Conference Centre), organized by a cross-sectorial team from the World Bank Group, DFID and the OECD Development Centre”¹⁰ but has since greatly expanded and now can “serve as a comprehensive “one-stop” shop of knowledge and advice for stakeholders who are interested in building or maintaining PPD to improve the business climate”.^{11 12}

Since 2006, the international workshops on PPD and study of PPD impact in general have become a regular occurrence. Currently, a large amount of literature both in the form of case studies and research has been collected and can be used when setting up the PPD platform anew or improving/optimizing the existing one. In the present chapter we will try to summarize some of the best PPD practices agreed upon internationally, based on certain country cases as well as on the “Charter of Good Practice in using PPD for Private Sector Development and Inclusive Growth”.¹³

The aforementioned charter consists of the thirteen main principles essential for implementation of the PPD, including, among others¹⁴:

Principle I: Contextual Design	<i>PPD can take several forms and can take place at various levels within different timeframes.</i>
Principle II: Open Governance Process	<i>PPD needs to function under open, transparent, and fair governance rules. PPD will be more likely to succeed if its governance structure is designed to take into account political economy factors.</i>
Principle III: Mandate and Institutional Alignment	<i>A statement of the objective is helpful for clarity. A formal or legal mandate can be helpful in some political and economic contexts, but mandates are never sufficient to establish good PPDs. Wherever hosted and whenever possible, PPDs should be aligned with existing institutions to maximize the institutional potential and minimize friction.</i>
Principle IV: Structure And Participation	<i>PPD should have a solid structure and a representative participation. The structure should be manageable while flexible, enable participation to be both balanced and effective, reflect the local private sector context and stakeholders' interests.</i>
Principle V: Facilitation	<i>The PPD process needs to be facilitated professionally with dedicated people and resources, so as to efficiently manage all</i>

¹⁰ <http://www.publicprivatedialogue.org/about/>.

¹¹ Ibid.

¹² Given the extremely rich content of this website, which includes various resources for stakeholders from both public and private sector, it is no surprise that most of the information, used in preparation of the present report (particularly the cases used in the analysis of best practices) comes from there.

¹³ <http://www.publicprivatedialogue.org/charter/>.

¹⁴ Ibid; we have omitted some of the principles, focusing on those particularly relevant for Georgian case. The complete list can be found via the link above.

	<i>aspects of the dialogue process with the aim of delivering results.</i>
Principle VII: Outputs	<i>Outputs can take the shape of structure and process outputs, analytical outputs, soft outputs and recommendations. While all should contribute to agreed private sector development outcomes, the PPD should aim for tangible, practical and measurable benefits.</i>
Principle VIII: Outreach and Communications	<i>Enabling the communication of a shared vision and understanding through the development of a common language is essential for building trust among stakeholders and keeping them engaged.</i>
Principle IX: Monitoring & Evaluation	<i>Monitoring and evaluation are effective tools to manage the PPD process and to demonstrate its purpose, performance and impact.</i>
Principle X: Appropriate Area and Scope	<i>The dialogue process should be tailored to the set of issues to be addressed and consider the implications for sub-issues that are part of a larger agenda, and smaller jurisdictions that can play a role in the change process. Local and sector-specific, PPDs have a strong potential for focused results. National and economy-wide platforms and local and sector-specific initiatives would benefit by coordinating their agendas, so as to best serve the interests of their constituencies.</i>
Principle XII: Development Partners	<i>PPD can benefit from the input and support of development partners when their role is determined by the local context, demand driven, and based on partnership, coordination and additionally.</i>
Principle XIII: Sustainability	<i>"Sustainability" (or 'Exit') refers to the transfer of operations, management or financing of a PPD by a development partner to local institutions. Achieving sustainability is a challenge for a PPD and requires the commitment of all PPD actors.</i>

These principles were drawn based on the best practice cases coming from all over the developing world and below we will try to give some best examples of PPD implementation in developing countries.

ALBANIA¹⁵

In 2014, the National Economic Council (NEC) was established in order to “guarantee institutional cooperation and PPD, ensuring dialogue and consultation between the Government and the private sector to guarantee the rule of law, transparency of public decision-making and the representation of each and every individual in this process.”¹⁶

NEC represents a formal permanent platform for dialogue between the private and public sector. The dialogue can be carried out through the official website of the NEC (<http://kek.al/>) via an exchange of comments, suggestions and/or proposals and periodic high-level meetings and workshops. There is a strictly defined period of consultation on draft proposals or new policies between the Government and stakeholders, consisting of 60 days, starting on the next day of the draft publication. NEC also serves as a consultant to the Government of Albania with the scope of responsibility covering “recommendations and practices to improve the legal and institutional framework which would impact the economy as well as projects for influential policy change in areas of investment, trade, taxation and fiscal packages, business climate, arbitrariness and bureaucratic practices etc.”

The NEC consists of both permanent and invited members, with the permanent members being the Minister of Economy, the Minister of Finance, the Governor of the Bank of Albania, NEC’s Secretary General, six individuals of national and world economy, six of the largest taxpayers of the business community, domestic or foreign, their legal representatives and four business organizations,¹⁷ represented by their legal representatives. Other members are invited on a case-by-case basis and can represent other Government agencies, academia or relevant business sectors. NEC meetings are held monthly and quarterly, with quarterly meetings including foreign representatives.

Since its establishment, NEC has been used as a platform to discuss many important issues, including the Agreement of Albania with the World Bank and IMF, the EU negotiation process, the new VAT law, pension reform, challenges in the Energy Sector, the draft budget for the year 2015, etc. In addition, a number of economic forums were organized and held, on miscellaneous important economic issues.

The aim of NEC is to provide an institutional framework with the direct impact on business climate by:

- Promoting dialogue as a means to achieving consensus
- Helping address economic matters the business community is facing
- Acting as a forum for dialogue and consensus between the Government and the business community.
- Providing representation to a wide range of national associations, different socio-professional organizations and entrepreneurs
- Expressing its opinions, and making appropriate recommendations to the Government

At the moment, NEC is “the only institutional meeting-place and forum for dialogue at Governmental level that enables a consensus to be reached between diverse interests.”

BOSNIA AND HERZEGOVINA¹⁸

In Bosnia and Herzegovina, the PPD is still at an early stage of development, however important lessons can be learned. A notable PPD platform operating in Bosnia and Herzegovina¹⁹ is represented by the CREDO Boards, established in the framework of CREDO (Competitive Regional Economic Development) Krajina project and aimed at supporting SMEs. The boards are focused on employment, export, revenue and

¹⁵ Based on Elona Varfi, “The National Economic Council of Albania”, Presented at the Public-Private Dialogue 2015 Workshop (Copenhagen, March 10-13, 2015) - <http://www.publicprivatedialogue.org/workshop%202015/2015%20-%20Public%20Private%20Dialogue%20in%20Albania.pdf>.

¹⁶ All citations are taken from the document referenced above.

¹⁷ Business Albania, Chamber of Commerce and Industry, American Chamber of Commerce, Albanian Association of Banks.

¹⁸ Based on “Wood Processing and Furniture Industry - Improving Competitiveness through CREDO Boards in Bosnia and Herzegovina” by Zdravko Miovcic (<http://www.publicprivatedialogue.org/workshop%202015/2015%20-%20Public%20Private%20Dialogue%20in%20Bosnia%20and%20Herzegovina1.pdf>).

¹⁹ In its Northwest area.

productivity. There has been a dynamic response from the private sector, which “started with generic issues and slowly moved to more specific issues.”²⁰ At the moment, four boards for four different industries operate under the CREDO Boards framework - metal works, food and drinks, wood processing, and the footwear industry. Each board has 10-12 members and consists of directors/owners of successful companies and policy development officials from the public sector. The PPD process is ongoing and is expected to build trust and identify key competitiveness challenges, bottlenecks and opportunities. An interesting example is the sector board for the wood processing and furniture industry, which was established in November 2013. The board has 12 members and consists of directors/owners of successful companies. The chairman of the board is the owner and director of a medium-sized company producing and exporting parquet and multilayer wood flooring. A coordinator from the project team and a sector expert supports the board.

The board holds seven sessions over the period of one year. During those sessions and between them, the board should identify the main challenges the sectors are facing, key bottlenecks and barriers for growth of SMEs and specific interventions needed to improve competitiveness in both the short and long term.

What is specific for this approach is a kind of multi-layer dialogue leading to improvement measures.

The first circle of the dialogue takes place between the directors of leading companies in the sector supported by specific expertise that is provided by sector experts and deeper analyses (value chain analysis and gap analysis). The first hypotheses formulated on the meetings/workshops of a sector board (using Porter's Diamond format) are being checked and re-formulated during a deeper analysis that involves more companies through interviews based on a value chain approach and adapted Porter's Five Forces tool.

When the analysis is completed and findings confirmed by the sector board, a new circle of dialogue starts, but with meso-institutions that could facilitate or resolve identified market failures or Government failures. Some of the interventions, mostly at the micro and meta-level, are being undertaken: some of them as obvious, incremental and potential quick-wins and others as sense making probes to find-out more about emerging patterns of behavior and changes that are needed as well as finding support and resistance to those changes.

The process flow has two main dimensions: (1) going from generic to more specific insights regarding diagnosis of issues related to competitiveness of SMEs and sector in the region; and (2) going from specific insights to systemic interventions at four levels (micro level - SMEs and their interactions; meso - specific policies and instruments targeting competitiveness; macro - relevant generic policies; meta - building trust, social capital and cooperation).

IRAN²¹

The PPD platform - country's Public-Private Council was established in the beginning of 2011 in Iran Chamber of Commerce, Industries, Mines and Agriculture (ICCIMA). “The council set out efforts to establish dialogue among public, cooperative and private sectors besides facilitating their economic efforts. Identifying and removing business barriers, making decisions to be effective in regard with the current laws and regulations, and proposing administrative recommendations and solutions to incumbent authorities.”²²

The council is somewhat large in size, however it consists of representatives from all three branches of Government (four chairmen of Parliamentary Commissions, six ministers, head of the Central Bank and President's Deputy, two representatives of the Judicial Branch) and twelve representatives of the private sector, including the Mayor of Tehran and the head of ICCIMA. This makes the council extremely well represented, which is an important feature.

According to the law of “continuous Improvement of Business Environment” ratified in 2011, “provincial governors are supposed to set up a public-private council in cooperation with the provinces' chambers presidents presided by each province's governor. This council is to organize the mechanism of accumulating requests of economic operators and Business Associations with the aim of improving business environment in the province. If the issue at hand is discerned as a general one encompassing the entire nation, it will be submitted to the national PPD council for further discussion.”

²⁰ All citations are taken from the document referenced above.

²¹ Based on Iran's Public-Private Dialogue Council by Morteza Allahdad (<http://www.publicprivatedialogue.org/workshop%202015/2015%20-%20Public%20Private%20Dialogue%20in%20Iran.pdf>).

²² All citations are taken from the document referenced above.

The council's duties cover quite a wide range of issues including: "proposing amendments or omissions to existing regulations or commanding new ones in order to improve the country's business environment", "listening to the opinions and proposals of economic assemblies or Business Associations' representatives," proposing recommendations "to enhance the country's economic culture, business ethics, and entrepreneurial and occupational skills," and "on contracts concluded between administrative bodies and economic operators from private and cooperatives sectors in order to reach reconciliation and avoid the imposition of any undesirable and unfair terms and conditions."²³

The goal of this PPD platform is to eliminate economic problems faced by economic operators, which is done through identifying and tracking economic barriers and problems put forward by businessmen. The set of issues to be discussed by the council is also limited by certain requirements, such as:

- Being a widespread and all-inclusive issue (a large number of individuals or parties would be affected either directly or indirectly by its outcome)
- Being a preliminary step toward resolving other issues and problems
- Being absolutely a verifiable issue upon which a consensus can be reached
- Preferably being applicable without the need to amend the existing laws and regulations
- Having an impact on reducing the time and cost of performing processes in executive agencies
- Being impossible to be resolved by other bodies and authorities in terms of speed and the expected comprehensiveness

Overall, the experience of the council is positive, with 45 main sessions held since its launch to discuss and resolve barriers and problems faced by economic operators in areas such as social security, taxation, banking, etc. However, a problem identified examines the adopted decisions as merely consultative in nature, lacking the required legal guarantee for enforcement. The council only proposes strategies and solutions to promote a business environment. Despite this, the expectations concerning the council are quite high, and the expected results include enhancing "the country's economic culture, business ethics, and entrepreneurial and occupational skills, which impact doing business at another level;" "eliminating the grants and privileges observed in laws and regulations for businesses owned by sectors other than private or cooperatives;" "removing the imposition of any undesirable and unfair terms and conditions in contracts between administrative bodies and economic operators from private and cooperatives sectors which are imposed unilaterally by executive bodies."²⁴ Future plans related to the council include moving away from consultative functions to ensure the "enforcement of the adopted decisions by way of binding their implementation through the president or his first deputy while designating a short term deadline."

MACEDONIA²⁵

Macedonia has achieved significant success in PPD mostly through the public consultation E-portal ENER-Single National Electronic Registry of legislation (www.ener.gov.mk), which was considered by the EU accession report as having significantly improved the Government's transparency and inclusion in the legislation process. This is particularly interesting, since previously the policymaking process in the country was lacking transparency, whereas regulations and legislation were produced without any public consultations.

"The Regulatory Impact Assessment (RIA) was introduced and has been implemented since 2009 as a new form of governance improving inclusion, transparency and accountability of the public sector, while the public consultation E-portal ENER is the key mechanism based on RIA which enables companies to actively participate in creating legislation in partnership with the public sector.

ENER was developed and a series of procedures for public servants was designed and made obligatory as part of the legislation drafting process, whereby:

²³ The full set of duties can be found in the document cited, pp. 3-4.

²⁴ Full set of expected results can be found in the document cited, p. 5.

²⁵ Based on "Macedonian E-Gov Solution For Public Consultation In The Legislative Process-A National Platform For Sustainable PPD Based On Regulatory Impact Assessment Transparency Principles" by Gordana Gapikj-Dimitrovska, (<http://www.publicprivatedialogue.org/workshop%202015/2015%20-%20Public%20Private%20Dialogue%20in%20Macedonia.pdf>).

- enhanced transparency is achieved by making it legally binding to publish all Government law drafts and law change proposals in each phase of their preparation with detailed explanations and justifications about the proposal including a cost-benefit analysis and analysis of different options with an argumentation about the reasons why that specific approach was considered to most adequate in line with RIA principles.
- ENER provides simple, free-of-charge and direct active involvement for any company, media house or citizen, in the complete legislative process from the initial proposal to make law changes, to the final stage in the Government procedure. Each portal visitor has full access to all relevant documents, which explain why the law is being issued or amended the expected societal impacts and the envisaged outcomes of the new legislation. Based on this data, the visitor can send proposals and comments for the improvement of each draft document-legislation. Each comment is registered, published and answered with specific deadlines so if the Government rejects a proposal, they have to explain why in writing, which brings the burden on them.
- ENER is directly connected with the “E-Government session” system, meaning that no law changes can reach a session without having been properly processed in the ENER with RIA Report (excluding those that are by law not subject to RIA). Only one Government official can bypass this system and approve a law to render the session incomplete, but a trace in the system stays, with monitoring data about the number of such events. Ministries don’t have this privilege.
- ENER guarantees that based on the obligatory administration procedures, all comments shall be published without delay and replied to within a specified deadline. Each reply contains an explanation on whether the comment is accepted or declined, stating the reasons for the decision, publicly.
- The new RIA procedures for the public administration implemented in 2014 significantly increase the personal liability of civil servants and ENER in case someone ignores comments or fails to comply with the public consultation deadlines, makes it traceable to locate personal responsibility for every anomaly, in order to take measures on time.
- A civil society project “Mirror of the Government” is regularly monitoring and publishing the quantity and quality of use of ENER by the Government weekly.
- ENER also serves as a main source for the media on relevant information about the ongoing legislation projects of the Government without having to visit every single website of the Ministries or use alternative routes to obtain information.

It is obvious that the online PPD platform of Macedonia is a well thought facility, open to any interested stakeholder, supported by all levels of the executive Government and it serves as a good example for deploying a PPD platform from scratch.

SERBIA

The PPD development in Serbia is mostly carried out as part of the USAID Business Enabling Project, a five-year initiative launched in 2011, the first component of which – Business Regulation and Economic Governance – aims at improving PPD.²⁶

Serbia is quite similar to Georgia in many aspects, both socio-politically and macro-economically. In the same way as in Georgia, the PPD in Serbia is mainly ad hoc and decentralized, centering on specific issues or legislation. “There is a legally mandated public consultation period that ensures that draft laws are released to the public and that comments on the laws can be sent. However, in many cases the responsible ministry uses an urgent procedure that allows just 20 days of public consultations. The ministry simply releases the draft law on the internet, and pays little attention to comments received via mail or email. Nonetheless, as discussed below, there have been some examples of good practices in PPD regarding a number of key pieces of legislation.”²⁷ The most important is the Council for Small and Medium-Sized Enterprises, Entrepreneurship and Competitiveness established in May 2015, which is intended to coordinate the work of ministries and other organizations that promote entrepreneurship and the development of SMEs.

²⁶ http://bep.rs/english/facts_en.php.

²⁷ <http://www.policycafe.rs/english/b-pn-improving-public-private-dialogue-in-serbia.php>.

Another similarity to Georgia is the active position of major Business Associations, particularly AmCham Serbia, which established a set of PPD structures, intended to deepen the relations between the business sector and the Government. AmCham has organized a number of “Lap Time Conferences”²⁸, which feature “impressive key note speakers from the Government to whom the results of the annual AmCham survey are presented laying out the key concerns of members regarding improving the business environment”.²⁹ The Serbian Association of Managers’ (SAM) PPD activities include regular forums with Government officials on specific topics, such as tax administration and inspections reforms.³⁰ The National Alliance for Local Economic Development (NALED) has a number of PPD initiatives, ranging from tracking³¹ and monitoring regulatory reforms³² to holding roundtables for local Governments with the recommendations drawn as a result of these roundtables submitted to the Government of Serbia, “for the purpose of setting up healthy base for competitive business, economic growth and higher employment”³³.

“Serbia can boast of some best practices in PPD regarding key legislation. This includes the Law on Planning and Construction, where there was a PPD while a diagnostic study of the permitting system was conducted, more PPD as a team of experts developed a road map for legal and institutional reforms, and much more PPD while the law was being drafted. This PPD is continuing during the implementation of the law, including public consultations on the bylaws and a planned user feedback mechanism. Other best practice examples include laws on inspections, labor and factoring. These four examples involved donor organization or a co-organization of dialogue (the USAID Business Enabling Project), but there is at least one example of significant dialogue taking place without donor assistance: the draft Law on Consumer Protection.”³⁴

Despite its early stages, the PPD in Serbia is moving in the right direction and given the will of the current and future Governments the currently ad hoc and fragmented dialogues between Government and businesses can be developed into a full-fledged PPD platform.

SLOVAKIA³⁵

Unlike Serbia, Slovakia has a long tradition of PPD, a good example being the national discussion of EU accession --this is particularly relevant for Georgia, given its European aspirations-- which was open to every layer of Slovak society. The platform for this discussion was the National Convention on the European Union (NCEU), active since 2001. Given its aim, the NCEU is a mostly political rather than an economic PPD platform, however, apart from purely political plenary sessions, NCEU has 11 working groups – PPD platforms in their own rights on a smaller scale, devoted to subjects like economic policy and business (WG 1), agriculture and rural development (WG 2), regional policy and regional development (WG 4), institutional reforms (WG 7), etc. “Overall, stakeholders agree that the NCEU has made an invaluable contribution to improving the Slovak Republic’s policy-making capacity and strengthening participatory governance. WG recommendations have fed directly into official policy positions and policy output of the Slovak Republic at the EU level.”³⁶

Plenary Sessions deal with strategic issues, i.e. performance and development of the EU institutions. The NCEU meets in plenary session twice a year. At the sessions, the Chairmanship of the NCEU is present and its members are appointed ex officio (Deputy Prime Minister for European Integration, Human Rights and Minorities, Minister of Foreign Affairs of the SR, Chairman of the Committee for European Integration, Chairman of the Foreign Affairs Committee, Chairman of the Board of Directors of SFPA, President of the

²⁸ E.g. <http://www.amcham.rs/news.33.html?newsId=1028>.

²⁹ <http://www.amcham.rs/platforms/improving-business-environment/business-and-corporate-law-committee.108.html>.

³⁰ <http://www.policycafe.rs/english/b-pn-improving-public-private-dialogue-in-serbia.php>.

³¹ <http://www.naled-serbia.org/en/page/49/OUT-OF-THE-MAZE:-GREY-BOOK>.

³² <http://www.naled-serbia.org/en/page/138/Regulatory-Index-of-Serbia>.

³³ <http://www.naled-serbia.org/en/page/46/Vision-2016:-Economic-agenda-for-the-new-Government>.

³⁴ <http://www.policycafe.rs/english/b-pn-improving-public-private-dialogue-in-serbia.php>.

³⁵ Based on “Political and Social Dialogue on the Slovak Republic National Convention on the EU (2004-2007)” by Dr. Kristina Mikulova, <http://www.publicprivatedialogue.org/workshop%202015/2015%20-%20Public%20Private%20Dialogue%20in%20the%20Slovak%20Republic.pdf>.

³⁶ Ibid. p.3.

Association of Businessmen, Representative of Local and Regional Government). At these sessions, leaders of the working groups report on their agenda and activities.³⁷

Working groups are based on the professional interest of the participants; they meet separately and focus on specific topics. Each of the eleven working groups meets at least four times a year and at least three meetings take place outside the capital.

Consultations and voting in working groups are led by two Co-Chairmen: a representative of the state sector (from relevant ministry or office) and a representative of the non-state sector (private sector, local Government, NGOs, academia, etc.)³⁸

TAJIKISTAN³⁹

The PPD in Tajikistan is present on all possible levels, with the EBRD financing this process at the national level, the GIZ at the provincial and the UNDP and sporadically others donors with projects at the regional and local levels. EBRD was the first donor to establish the PPD in Tajikistan, creating a national-level platform in 2007. In 2010, GIZ and IFC provided technical support to establish Consultative Councils on the Improvement of the Investment Climate and Business Environment under the Governors (CC), including their Secretariat, in the Sughd and Khatlon regions.

“PPD proved to be successful as a motor for business environment reforms in the country. The PPD platforms are in the process of ‘turning into a system.’ Extending the dialogue platforms from the national to the regional and finally to the local levels seems to be appropriate to initiate a bottom-up way for channeling issues and proposals to the appropriate decision-making authority. At the same time, regional and local dialogues significantly contribute to an effective implementation of national policies.”⁴⁰

The regional CCs consist of seven members each (three permanent, four subject to rotation), with an additional seat for donor representatives. The national level CC comprises of 12 members (four permanent, eight subject to rotation). The frequency of CC sessions mainly depends on how quickly the private sector can analyze the subject of the next session and prepare proposals. Thus at the regional level, normally two to three sessions take place per year and at the national level three to four per year.

GIZ plays an important role in the PPD, interacting “with private and public partner organizations at national and sub-national levels to establish well structured, systematic, transparent, effective, and locally driven dialogue and implementation processes.” GIZ also works on harmonizing the subjects to be discussed between the national and regional levels, improving the cooperation between the various PPD levels and on the capacity building of the private sector representatives in economic analysis, organizational and moderating skills (with the latter being particularly important in order to prevent the Government representatives dominating the stakeholder meetings).

At the moment the PPD in Tajikistan is far from being fully established and there are numerous challenges, which include, *inter alia*, the following⁴¹:

- While the PPDs in the regions are Government-hosted, development partners still subsidize some operational and technical components. Eventually, all financial and technical input should be from the Government and the private sector. The weakest point is still the contribution from the private sector and it needs further efforts to enable Business Associations to cope with this task.
- There is still no systematic dialogue concept, neither at the national nor at the regional level, based on sector analysis.
- The monitoring skills to track the implementation of decisions are still insufficient.

³⁷ <http://www.eurokonvent.sk/defaulten.aspx?lang=en#3> .

³⁸ Ibid.

³⁹ Based on “From Regional to National PPD IN Tajikistan” by Zarina Kosymova - <http://www.publicprivatedialogue.org/workshop%202015/2015%20-%20Public%20Private%20Dialogue%20in%20Tajikistan.pdf>.

⁴⁰ All citations are taken from the document referenced above.

⁴¹ We have only left the challenges that could be considered relevant for Georgia.

- The public-service officials in the various ministries and agencies in general are insufficiently aware of private sector development needs, particularly of the evolving needs of businesses in a changing market. There is a knowledge gap, which often translates into lack of communication, lack of trust, and thus interruption of dialogue-based policy-making processes, ending up by corruption.

However, the results achieved through these PPD mechanisms are remarkable, both on national and regional level:

1. Reform in Tourism Sector.

The achievements include the development of an action plan by the national level Tourism Working Group, adopted by the Government. Expected Economic impact: direct - 5 percent of GDP and indirect - 15 percent of GDP.

2. Doing Business.

For the 3rd time the World Bank recognized Tajikistan to be the best reformer among 189 countries.

3. Ratification of the Hague (Apostille) Convention

On October 29, 2014 the Parliament of the Tajikistan ratified the Hague Convention (Apostille Convention) from October 5, 1961, on the abolition of foreign official documents legalization. This will contribute to FDI inflows to the national economy and will save time and money through the simplified processes of registering documents for foreign investors and local businesses making business abroad. It also facilitates the activities of foreign migrant workers in the country.

4. Sovereign credit rating.

The most significant achievement is the transparency of Government-economic structures and FDI attraction.

The key sectors initiated by regional PPD level, which will impact the entire economy:

1. Enhance export capacity of fruit and vegetables sector
2. Permit law implementation at local level: issues on establishment of production enterprises and import of technical equipment
3. Development of Tourism sector
4. Simplification of the Tax Code

The Tajik experience is relevant as an example of streamlined PPD reform on national and subnational levels, with the challenges somewhat similar to those encountered in Georgia.

4 LIST OF RECOMMENDATIONS AND CONCLUSION

1. Establishment of the main principles that should underpin engagement between Government and the private sector, including NGOs during the PPD process.
2. Improving all stakeholder participation by collecting and channeling views of all members, Business Associations and other interested parties. This input will provide crucial value to the political decision-making process, enhancing the quality, understanding and longer term applicability of the policy initiative. A precondition is that the processes for participation must be open, accessible and based on agreed parameters for participation.
3. Ensuring that appropriate trust is developed between all stakeholders of the PPD: an open and democratic society is based on honest interaction between actors and sectors. Although NGOs, private sector representatives and public authorities have different roles to play, the shared goal of improving the lives of people can only be satisfactorily attained if it is based on trust, implying transparency, respect and mutual reliability.
4. Ensuring independence of NGOs and business representatives by recognizing as free and independent bodies in respect to their aims, decisions and activities. They have the right to act independently and advocate positions different from the authorities with whom they may otherwise cooperate.
5. Guaranteeing access to all information needed for the effective PPD. It is the basis for all subsequent steps in the involvement of stakeholders in the PPD process. As we have observed relatively low level of participation, it usually consists of a one-way provision of information from the public authorities and no interaction or involvement with stakeholders is required or expected.
6. A broad, two-way communication must be built on mutual interests and potentially shared objectives to ensure a regular exchange of views. It ranges from open public hearings to specialized meetings between private sector or NGOs and public authorities. A collaborative dialogue must be built on mutual interests for a specific policy development. The collaborative dialogue will lead to a joint recommendation, strategy or legislation. Collaborative dialogue must be more empowered than the broad dialogue as it consists of joint, often frequent and regular, meetings to develop core policy strategies and often leads to agreed outcomes.
7. Timely informing relevant stakeholders about initiated draft laws and regulations to be discussed: the public should be informed “in good time” about the planned activities in the direction of legislation or other regulations to be imposed.
8. Publicly posting draft laws and regulations on websites or in another appropriate manner. Invitations to PPD process about publicized drafts must be clear and concise and contain all information necessary to facilitate collection of observations.
9. Observations, as well as a summarized, unified explanation of the rejection of comments on certain provisions of the draft, must be visible, announced publicly on the website of the relevant Government agency.
10. It is preferable to have so called Coordinators for conducting consultations who will be appointed as a contact person in all public bodies in order to monitor and coordinate the PPD process.
11. The PPD structure must be manageable while flexible, enable participation, to be both balanced and effective, and reflect the private sector context. Appropriate structures can be designed to ensure that process is formal, informal or a mixed. Participation of relevant representative stakeholders should be agreed on in a transparent manner and be balanced and practicable, so as to best serve the objectives of the PPD.
12. PPD structures can be set up to carry out specific participatory processes in a series of working groups, for example to contribute to the elaboration of reform strategies for specific sectors, issues or regional areas. An organizational design operated under the umbrella of a secretariat is often useful to help ensure a coherent approach to PPD, including the shaping of an overarching policy framework.
13. In general, the earlier Government brings key stakeholders into the PPD process, the better.

14. Enabling communication of a shared vision and understanding through the development of a common language is essential for effective PPD among stakeholders. Common communication is needed for a mutual understanding of core motivation, which depends on frequent and iterative interactions between all parties.
15. In order to more effectively promote PPD, media professionals should be engaged more actively in the policymaking process. This also necessitates attention to building the capacity (through seminars, trainings, as well as practical field study tours) of the media representatives as well as the private sector to participate in dialogue to achieve a concerted strategy to communicate reform issues through clear and targeted messages.
16. Ideally PPD should have a Champion from both the public and the private side. These champions motivate participation from across their sector, and promote strong communication both within the dialogue and with key interests outside the dialogue. They keep the dialogue on course, and at the same time mitigate the risks that the PPD becomes seen by the wider private and public sectors as an exclusive cabal, off on its own tangent.
17. Effective monitoring and evaluation tools must be elaborated in order to manage the PPD process and to understand its purpose and performance. While remaining flexible, user friendly and light, the monitoring and evaluation framework adopted by a PPD should provide stakeholders with the ability to monitor internal processes and encourage transparency and accountability. Definition of inputs, outputs, outcomes and impacts must be enhanced with designation of appropriate indicators with periodic review from stakeholders, which will rely on the collection of reliable data. Monitoring and evaluation techniques will enable better overall planning, will explode potential advocacy, and provide both internal and external motivation to promote more effective implementation.

CONCLUSION

The improvement of the PPD is becoming fundamental part of the institutional reforms in Georgia. The Georgian Government has demonstrated its willingness to engage with the private sector across sectors using improved PPD mechanisms. The Georgian Government does promote selected sectors, yet the PPD process will need to be subject of intensive modification and improvement to get efficient results at the end - to help identify sets of issues, design workable solutions and ensure more inclusive and sustainable policy reforms through a structured and participatory reform process.

ANNEX A: DATA COLLECTION

Interviews and meetings with officials *inter alia* are used to establish whether a specific PPD strategy exists or is being developed. If such a strategy exists, our questions were focused on the development of the strategy, whether it had reached the intended outcomes, its drawbacks and deficiencies and how its further development is planned. The collected documents were analyzed in particular to compare the planned outcome with the actual one in order to find possible deviations from the objectives and to establish the reasons for the difference in outcome. The interviews and (potentially) online questionnaires were used (but not limited to) to establish the following⁴²:

- What is the degree of involvement and authority of the public and private sectors?
- What are the conditions that may favor or deter the emergence of PPD mechanisms?
- What incentives and monitoring mechanisms are in the PPD?
- How does the Government agency ensure private sector participation in the decision-making process?
- In the absence of a structured PPD mechanism how does the information on relevant Governmental initiatives reach the private sector?
- How does information on the needs/opinions of the private sector reach the Government?
- What is the degree of involvement and authority of the public and the private sectors?
- What are the characteristics of the public agencies involved? (e.g., flexibility, level of bureaucracy), isolated high-level areas, stability of key public servants, etc.).
- What are the characteristics of the private partners? (e.g., legitimacy, existence of prior consensus on relevant policy issues, technical capabilities, etc.).
- Has the PPD generated other positive impacts beyond those originally envisaged? For example, has it become a platform for identifying new challenges and opportunities?
- What is the cost-benefit balance of participating in PPDs as perceived by public and private sector participants?
- Did rent-seeking and free-riding behaviors emerge? If not, what mechanisms were employed to prevent them?
- How is the PPD expected to develop in the near future?

The methodology employed included an analysis of data from secondary sources (official statistics, surveys, websites, publications, etc.) and interviews with key agents involved in each case, which aimed at collecting information on the following subjects:

- What were the problems faced before the PPDs were launched?
- What factors led to the establishment of the PPDs?
- What were the institutional arrangements chosen? Why were they chosen? What types of issues are discussed in the context of the PPDs?
- How did the public sector reorganize in order to adapt to the PPDs?
- Do the PPDs help the Government gain access to valuable information from the private sector?
- Have the PPDs led to the emergence of permanent public-private networks that may transcend the original objective of the PPDs?
- What actions were taken, if any, to improve the resilience of the PPDs?

⁴² Using the methodology from the best practice cases listed in the report below, at note 2.

ANNEX B: LIST OF RESPONDENTS

As a primary data collection method, in-depth interviews were conducted with policymakers and Business Associations as representatives of the private sector. On the policymaker side, representatives of the following targeted ministries (chosen for the purpose of this study) were interviewed: the Ministries of Economy and Sustainable Development, Energy, Agriculture, Finance and Justice, as well as representatives of the Parliament, the President’s Office, the Prime Minister’s Office and Business Ombudsman. There were nine interviews in total.

From the Business Associations, the largest and the most influential business and sectorial associations were interviewed. Seven interviews in total were taken from the, the Business Association of Georgia, the Georgian Small and Medium Enterprise Association, the American Chamber of Commerce in Georgia, the Export Development Association, the Georgian Farmers’ Association, the Georgian Wine Association and the Georgian Employers’ Association. The list of respondents is given below. An interview was additionally conducted with a non-Governmental organization -- Transparency International Georgia.

THE GOVERNMENT OF GEORGIA	BUSINESS ASSOCIATIONS
<u>Prime Minister’s Office of Georgia</u> – Economic Council Advisors – Nino Javakhadze, Tamta Otiashvili, Vato Khvatsi, Tatia Batsikadze	<u>Business Association of Georgia (BAG)</u> – Deputy CEO - Irina Kvakhadze ; Manager of Sector Development – Nana Tsertsvadze
<u>Ministry of Economy and Sustainable Development of Georgia</u> – Deputy Minister Irma Kavtaradze	<u>Georgian Small and Medium Business Association (GSMEA)</u> – President Mikheil Tchelidze
Deputy Head of the Foreign Trade and International Economic Relations Department – Mariam Gabunia	<u>American Chamber of Commerce in Georgia (AMCHAM)</u> – Executive Director George Welton
<u>Ministry of Agriculture of Georgia</u> – Deputy Minister Nodar Kereselidze	<u>Export Development Association</u> – Executive Director Gvantsa Meladze
<u>Ministry of Finance of Georgia</u> – Deputy Minister Lasha Khutsishvili	<u>Georgian Farmers’ Association (GFA)</u> – Executive Director Nino Zambakhidze
<u>President’s Administration</u> –Economic Advisor to the President of Georgia – Giorgi Abashishvili	<u>Georgian Wine Association</u> – Communications Manager Tata Jaiani
<u>Ministry of Energy of Georgia</u> – Deputy Minister, Irakli Khmaladze	<u>Georgian Employer’s Association</u> – Enterprise Relations Head Lasha Labadze
<u>Ministry of Justice of Georgia</u> – Senior Legal Advisor, Analytical Department, Natalia Baratashvili	
<u>Parliament of Georgia</u> – Head of the Cabinet of the Parliament Chair – David Magradze	
<u>Business Ombudsman</u> – Nino Phodiashvili	

USAID Governing for Growth (G4G) in Georgia

Deloitte Consulting Overseas Projects LLP

Address: 85 Z. Paliashvili Street, Tbilisi

Phone: +995 322 240115 / 16

E-mail: info@g4g.ge