COUNTRY PROGRAMME ACTION PLAN

BETWEEN

THE GOVERNMENT OF GEORGIA

AND

THE UNITED NATIONS DEVELOPMENT PROGRAMME

2011-2015

Tbilisi
2011
List of Acronyms

APA     Agency of Protected Areas
AWP     Annual Work Plan
BDD/MTEF Basic Data and Directions/Mid Term Expenditure Framework
CENN    Caucasus Environmental NGO Network
CP      Country Programme
CPAP    Country Programme Action Plan
CPD     Country Programme Document
CSO     Civil Society Organisation
EC      European Commission
ENP     European Neighbourhood Policy
EU      European Union
FAO     Food and Agriculture Organization
GCCW    Georgian Center for the Conservation of Wildlife
GMS     General Management Support
GRENA   Georgian Research and Educational Networking Association
GRID Tbilisi Global Resource Information Database - Tbilisi
IDPs    Internally Displaced Persons
IFES    International Foundation for Electoral Systems
IOM     International Organization for Migration
ISET    International School of Economics
ISFED   International Society for Fair Elections and Democracy
LSG     Local Self-Governance
MD      Millennium Declaration
MDGs    Millennium Development Goals
MFIs    Micro-Finance Institutions
MOES    Ministry of Education and Science
MOLHA   Ministry of Labour, Health and Social Affairs
NGO     Non-Governmental Organization
OSCE    Organization for Security and Co-operation in Europe
PDO     Public Defender's Office
RBM     Results-Based Management
SBAA    Standard Basic Assistance Agreement
SDC     Swiss Agency for Development and Cooperation
SIDA    Swedish International Development Cooperation Agency
SMEs    Small and Medium-sized Enterprises
UN      United Nations
UNCT    United Nations Country Team
UNDAF   United Nations Development Assistance Framework
UNDG    United Nations Development Group
UNDP    United Nations Development Programme
UNDPA   United Nations Department of Political Affairs
UNEP    United Nations Environment Programme
UNFPA   United Nations Population Fund
UNHCR   United Nations High Commissioner for Refugees
UNICEF  United Nations Children's Fund
UNOMIG  United Nations Observer Mission in Georgia
USAID   United States Agency for International Development
WB      World Bank
WHO     World Health Organization
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The Framework

The Government of Georgia and the United Nations Development Programme – Georgia are in mutual agreement to the content of this document and their responsibilities in the implementation of the Country Programme.

Furthereing their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of Georgia and UNDP are committed, including: the Millennium Declaration (2000), the National Millennium Development Goals, and the Government of Georgia’s programme ‘United Georgia without Poverty’ (2008–2012)\textsuperscript{1},

Building upon the experience gained and progress made during the implementation of the previous Country Programme (2006 to 2010),

Entering into a new into a new period of cooperation as described in the United Nations Development Assistance Framework 2011-2015 (UNDAF) and the UNDP Country Programme Document 2011-2015 (CPD),

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

Part I – Basis of Relationship

1.1 WHEREAS the Government of Georgia (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country Standard Basic Assistance Agreement (SBAA), which was signed by both parties on the 1\textsuperscript{st} of July 1994. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the United Nations Development Group (UNDG) simplification and harmonization initiative. In light of this decision this Country Programme Action Plan (CPAP) together with an Annual Work Plan (AWP) (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

Part II – Situation Analysis

2.1 Georgia has experienced challenging and tumultuous years since the Rose Revolution of 2003. Since then it has made significant progress in promoting good governance and

\textsuperscript{1}http://government.gov.ge/index.php?lang_id=ENG&sec_id=41
institutional and economic reform. Ambitious liberal market reforms initially produced impressive economic growth, which peaked at 12.3 percent in 2007. But armed conflict in August 2008, political upheaval and the global economic crisis caused setbacks, and GDP fell by 4 percent in 2009, as foreign direct investment, remittances and exports all declined. Since then, the economy has stabilised and begun to recover but remains fragile. However, unemployment, poverty and inflation remain a challenge (17 percent unemployment rate, 2009, 21 percent poverty rate (60 percent of median consumption), 2009, 11.2 percent inflation, 2010). Unemployment is higher now than in 2004 and disproportionally affects young people. Despite the fast pace of reform and impressive economic performance, poverty remains a pressing concern. World Bank (WB) 2008 data show 23.6 percent of the population living below the poverty line, and 9.3 percent in extreme poverty.2 There are concerns that these figures will rise further before improving. Creation of durable employment, improvement of trade and competitiveness and improved targeting of social assistance are deemed essential to reverse these negative trends in unemployment and poverty.

2.2 Poverty reduction and employment generation now rank high among Government priorities. The Government of Georgia is trying to address these issues by promoting investment and providing a favourable regulatory environment and a new strategy to develop Georgia as an energy corridor linking Caspian and Black Seas. Despite encouraging rankings in world classifications, perceived 'political risks' negatively impact the investment climate. Progress is being made in advancing a Free Trade Agreement with European Union (EU).

2.3 Among the areas where systemic change could yield significant results are improving conditions for small and medium-sized enterprises (SMEs), facilitating development of modern agriculture, and addressing regional disparities, especially in rural areas. A new Tax Code was adopted, introducing special treatment of micro businesses, recognizing the principle of 'good faith' and tax disputes resolution. Recent legislative changes in the area of vocational education focus on labour market tailored skills development and employability, especially in rural areas.

2.4 The August 2008 conflict displaced 28,000 persons longer term, bringing the total number of internally displaced persons (IDPs) to 247,000. Based on World Bank – United Nations (UN) led Joint Needs Assessment, the international donor community pledged $4.5 billion in October 2008 for post-conflict recovery. Most of these funds were devoted to economic stabilization, assistance to IDPs and infrastructure rehabilitation. Following the conflict, the mission of the Organization for Security and Cooperation in Europe (OSCE) and the United Nations Observer Mission to Georgia (UNOMIG) were closed, leaving programmatic and operational gaps. In the absence of a political resolution of the unresolved conflicts, freedom of movement has become progressively restricted, posing increasing difficulties for those residing in the conflict-zones of Abkhazia and South Ossetia, especially women, in accessing basic social services and development opportunities.

2.5 Georgia has made significant progress towards achieving many of its National Millennium Development Goals (MDGs). For example, estimates show falling under-five and neo-natal mortality rates and a positive trend in maternal mortality ratios. National statistics also indicate Georgia is on track to achieve universal primary education and ensure access to safe drinking water and adequate sanitary facilities.

2.6 Georgia has enacted numerous democratic reforms. Successful measures to curb corruption, reforms in the civil service, energy, education and social sectors, among others, have

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2 Georgia Poverty Assessment, World Bank, April 2009.
resulted in improvements in governance. The second wave of democratization reforms took place from 2009 onwards, and includes constitutional, electoral, and decentralization reforms, to name a few. Positively, OSCE-ODIHR assessed the 2010 country-wide municipal elections to be compliant with international standards and opposition parties increased their participation in a direct dialogue with the Government on electoral and constitutional reforms.

2.7 Constitutional reform has ensued shift to the parliamentary system since 2013. Accordingly, a better balance of power will be ensured through empowerment of the legislature and judiciary vis-à-vis the executive. 2011 and 2012 will be critical in determining whether the country is truly and sustainably progressing towards a stable, modern democracy. Reforms to build public confidence in Georgia’s judiciary and media continue; however, these areas are still perceived by the population as largely influenced and lacking independence. The introduction of the adversarial system, as well as life time appointment of judges from 2013 onwards, are expected to contribute to improved public confidence in Georgia’s democratic institutions. The media remains deeply polarized along political lines and heavily influenced politically.

2.8 An ambitious local self-governance (LSG) reform has been ongoing, including the revision of the legal framework and, most importantly, through constitutional guarantees for the independence of local self-governance. However, real empowerment of local self-governing bodies, particularly financial decentralization, remains to be achieved. Other decentralization issues to be addressed include the transfer of additional competencies to LSGs, the long-term vision of the LSG reform and capacities of LSGs. The Government, supported by its development partners, is expected to scale up its local self-governance reform efforts in support of sustainable human development.

2.9 Improved protection of human rights is an acknowledged Government priority. Progress in this area is ensured through institutional development of the Public Defender’s Office (PDO) and the creation of the free public Legal Aid Service, among other measures. Especially rights of minorities (national and religious), persons with disabilities and other vulnerable groups require better protection from the State.

2.10 Gender equality is slowly gaining recognition from Government and society and awareness and sensitivity are improving. Adoption of the law on gender equality in 2010 was a step forward, however, representation of women at decision making positions remains low, with women holding 4.6 percent of seats in Parliament and 11 percent in elected municipal bodies. Violence against women prevails particularly in the regions. The Parliamentary Gender Equality Council together with partners is expected to further push the agenda of gender equality. However, effective implementation of relevant normative acts, as well as meeting various international commitments will require further political will and efforts from the Government, as well as increased awareness in society.

2.11 Across the range of public administration institutions, individual as well as institutional capacities, at all levels, require further development in order to effectively coordinate policy development, implementation and monitoring. Especially the elaboration of the Government’s vision for long-term training/retraining of public officials will be an important element of the ongoing public administration reform. International partners intend to make coordinated and concentrated efforts to promote a capable and competent public administration.

2.12 Despite a diverse civil society and a number of relatively powerful non-governmental organizations and civil society organizations (NGOs/CSOs), the civil society sector is yet to become systemic, influential players in policy development and decision-making. At the
moment, the organizations lack concentration, capacity, and resources and often entertain
donor-driven interests. Therefore the Government, along with international partners, should
take measures to ensure development of civil society and NGOs, concentrating on long-term
interests and sustainability of resources.

2.13 Diversification of energy supplies has been a Government priority. Efforts in this area have
included market liberalization, privatization, and improvements in gas supply, power
generation and distribution. Much remains to be done in improving energy efficiency and
developing renewable energy (particularly small hydropower). Institutional oversight of the
environment sector has been strengthened considerably, as is evident in the 40-fold increase
of state financing for the Ministry of Environmental Protection between 2003 and 2008.
Environmental law enforcement has become more efficient, with the worst polluters
disciplined, environmental licensing introduced, forestry management reformed, and
municipal water supply and waste collection practices in cities improved. Georgia is
formally affiliated with the Copenhagen Accord on Environment and is commitment to
supporting implementation of its provisions for climate change mitigation and adaptation.

2.14 It has been recognised that, in support of stronger evidence-based policy development,
effective monitoring and international comparison, Georgia’s national data gathering
systems, tools and methodologies, as well as indicator definitions need revision and
harmonization with international standards. The capacity to carry out quality data analysis
also needs improvement. The Government recently established the independent institution
that is to produce and disseminate quality national statistics and started the process of
modernisation of methods and standards.

2.15 Georgia remains highly exposed to both natural and man-made hazards. Better systems for
crisis management, prevention and mitigation are essential to safeguard development gains.
The Government is addressing this need through the establishment of an integrated crisis
management system. The key challenge is now to ensure closer coordination among
governmental, non-governmental organizations, and UN and other international
organizations in support of this system. In addition, there is a common understanding that
the possible impact of disasters can be substantially reduced through further development of
the Disaster Risk Reduction concept in Georgia.

Part III – Past Cooperation and Lessons Learned

3.1 The 2006-2010 Country Programme (CP) for Georgia focused on four areas: democratic
governance, economic development, crisis prevention and environment. The programme was
reshaped early on to respond to Government’s fast-moving reform agenda and address needs
that were important to sustain the country’s transition to a democracy and a smoothly-
functioning market economy. UNDP’s fruitful collaboration with its partners, longstanding
presence in the country, impartiality, credibility, engagement and transparency allowed
broadening its programme and positioning as a key development partner for Georgia.

3.2 Many UNDP activities aimed to foster democratic governance, through support to the
electoral system and all branches of power. Successes to which UNDP contributed include:
electoral system development through operational capacity building of electoral players,
electoral code development, working groups and civic/voter education; enhancing
participatory democracy by enabling public debate during the elaboration of a new
constitution; aligning legislation on local governance and decentralization with European
standards and supporting the development and institutionalisation of an efficient, transparent
and effective local government system; introducing regional development strategies; strengthening capacities of different public institutions in the executive, legislative and judicial branches; increasing public trust in the National Human Rights Institution (ombudsman) and promotion of understanding of and respect for human rights; expanding access to justice for vulnerable groups through the Legal Aid Service; overhauling the civil registry to provide convenient, transparent service to citizens; and raising the professional standard of the Georgian media and supporting independent and impartial reporting. With support of UNDP the gender equality agenda was advanced considerably, by establishing a Parliamentary Gender Equality Council and the adoption of the law on Gender Equality, among others. Furthermore, UNDP has facilitated elaboration of a new National Action Plan on Gender Equality (2011-2013), in the framework of the UN Joint Programme ‘UN Initiative for Greater Gender Equality in Georgia’. UNDP’s ‘Georgia National Human Development Report’ on the impact of Rose Revolution reforms contributed to new Government policy.

3.3 UNDP also supported poverty reduction efforts through policy advice and promotion of employment opportunities by way of SME development and community and private sector engagement. New tools were introduced to foster local economic development, including: a business incubator in Ajara; a micro-processing facility for farmers in Kakheti; and a new microfinance initiative, which provided business start-up funding for vulnerable groups.

3.4 Capacity building and guidance provided by UNDP to eight Vocational Education Centers resulted in their transformation into Centers for local economic development. Capacities built with UNDP support are now being used to diversify formal education programmes, providing courses tailored to the needs of the local labour market. The Centers independently expanded UNDP-supported short term retraining courses and provide them as part of their long term formal educational programme. Recent legislative changes in the area of vocational education were largely inspired by the experience of UNDP in piloting novel approaches to labour market tailored skills development programmes in vocational schools. The new framework for vocational education views jobs training as part of the skills development and employability enhancing agenda. Elements of the approach, first developed and piloted by UNDP, are now formally recognized and replicated nation-wide by the Ministry of Education and Science.

3.5 Small scale production facilities within the Professional Colleges stimulated local economic development in the regions and created sources for income generation for the vocational education.

3.6 UNDP’s work and advocacy with micro-finance institutions (MFIs) and its innovative approach linking micro-financing with business coaching provided vulnerable, conflict affected people with the opportunity to gain access to finance to support their farming activities and start ups. This initiative also stimulated MFIs to reassess their perceived risks on lending to rural poor and continue serving these groups with their own resources.

3.7 UNDP continued advocacy for the MDGs and supported Tbilisi City Hall in defining specific MDGs for the capital. Other initiatives by UNDP and its partners successfully introduced and demonstrated the concepts of social housing and corporate social responsibility in Georgia.

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5 By introducing the United Nations Global Compact initiative.
3.8 UNDP efforts in recovery and confidence building helped improve the livelihoods of vulnerable people in Abkhazia and South Ossetia as well as internally displaced persons. An integrated response to the 2008 conflict included rapid retraining programmes, productive infrastructure rehabilitation (schools, municipal buildings, water supply, and irrigation systems), and legal aid for conflict-affected populations. Such activities were successfully transformed into longer-term development projects aimed at improving infrastructure and livelihoods. UNOMIG’s close complicated operations in Abkhazia, but, through combined efforts, UN agencies were able to continue to function in the region, focusing on improvement of socio-economic conditions of the local population and returnees in Abkhazia to enhance stability and security.

3.9 UNDP has worked to develop both Government and UN capacities in and mainstreaming of disaster risk reduction, which encompasses crisis prevention, response and recovery. A specialized think-tank, the first of its kind in Georgia, was established in early 2009 to bring together a variety of stakeholders. A national platform for disaster risk reduction is being created through ongoing consultations. UNDP has introduced, raised awareness and promoted the Hyogo Framework for Action 2005-2015. Its strategy is to work with communities at risk on risk management action planning and piloting risk reduction projects, with scientific institutions on risk analysis and early warning systems, as well as government institutions and national and international organizations to encourage policy change.

3.10 In environment and energy, UNDP supported the Government in improving environmental planning and has contributed to the adoption of sustainable environmental practices, including a complete phase-out of chlorofluorocarbons and promotion of indigenous plant species. UNDP helped the Government fulfill and report on major requirements under international conventions on climate change, biodiversity, and persistent organic pollutants. Capacities, legal-regulatory and policy framework development for sustainable financial management of Georgia’s protected areas were supported by UNDP. Increased use of renewable energy was promoted and small hydropower and clean energy technologies such as solar panels, biogas digesters, micro hydropower plants and high efficiency wood stoves, were piloted at the community level. A Renewable Energy Fund to stimulate investor interest in hydropower was established in cooperation with Kreditanstalt für Wiederaufbau. At a regional level, UNDP facilitates improvement of management of shared water and related land and biodiversity resources of the Kura-Aras River Basin. UNDP also assisted in building the capacity of Government and civil society to undertake environmental monitoring and audits. However, much work remains to be done in advancing the climate change agenda, as well as in promoting more environmentally-friendly behaviour.

3.11 Lessons learned from past cooperation and recommendations made, including in the report ‘Assessment of Development Results — Evaluation of UNDP Contribution, Georgia 2001-2009’7, will be integrated and shape the new programme. These include:

- First and foremost the affirmation of the importance of building strong, strategic partnerships and initiating constructive dialogue and policy debate for human development with Government, as well as all other major stakeholders;
- The importance of creativity, flexibility and rapid response, in dealing with crises, in reacting to the constantly changing environment of ongoing reforms and in bridging capacity gaps at different levels of government. Good examples of successful UNDP initiatives include the ‘Capacity Building Fund’ and ‘On-Demand Consultancy’. UNDP

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6 Disaster Risk Reduction policy document adopted at the World Disaster Conference in 2005 by 168 countries, including Georgia.
should, however, be selective in capacity development initiatives and aim to support institutions that would engage in an endogenous process of improvement and reform as well as focus on initiatives that, in its analysis, would help in making progress in human development:

- Consistent and persistent advocacy and efforts over longer periods of time has helped to raise the prominence of issues, for example, poverty reduction, human rights, gender equality and local governance, in official debate. Sustaining the efforts in these and other critical areas will be necessary to achieve transformational change;

- UNDP will benefit from following a true result-oriented programme approach, with indicators that are well aligned with the intended result to be achieved, rather than a project-based approach, and make clear with partners what it is aiming to achieve through its policy advice and programme activities;

- Innovative development tools, including business incubators, micro-processing facilities, and retraining programmes, help engaged both Government and donors and trigger consideration and reforms in these areas, supporting human development;

- Through creating a joint and coordinated voice of the international community and development partners, UNDP’s leading role and experience in donor coordination can be used to better address selected priority and politically sensitive areas.

**Part IV – Proposed Programme**

4.1 The UNDP Country Programme 2011-2015 is the result of a consultative process with key Government counterparts, led by the Office of the Prime Minister and describes the UNDP areas of collaboration with the Government of Georgia. The process was informed by the Government’s national development priorities of the ‘United Georgia without Poverty’ programme, the National Millennium Development Goals and other key documents, including the Joint Needs Assessment\(^8\) and Assessment of Development Results.\(^9\) The process was also built on extensive consultations with counterparts, civil society organizations, donors and experts which were held during the UNDAF 2011-2015 development process. The UNDP Country Programme Action Plan is a key component of the broad United Nations (UN) partnership described in the UNDAF.

4.2 The proposed Country Programme supports the Millennium Declaration (MD) and is designed to achieve the MDGs set for 2015 and responds to various international commitments of the Government of Georgia. The programme supports the priorities of the Government plans and reforms especially as set out in the Basic Data and Directions/Mid Term Expenditure Framework (BDD/MTEF) 2011-2014 and the European Union-Georgia European Neighbourhood Policy Action Plan (ENP). The programme comprises of three components, fully aligned with the three UNDAF priority areas:

- **Poverty Reduction**, aimed at advancing inclusive development, employment creation and access to health, education and essential social services, especially for vulnerable groups;

- **Democratic Development**, aimed at promoting balanced, independent, fair and participatory governance systems and processes at all levels, based on the Rule of Law, human rights and equality principles;

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\(^8\) Georgia Joint Needs Assessment. October 2008. Document prepared for the Donors’ Conference of October 22, 2008 in Brussels by the UN and the WB with the participation of ADB, EBRD, EC, EIB and IFC.

Disaster Risk Reduction, aimed at mainstreaming environment and energy and building up Georgia’s resilience to disasters through prevention and minimizing damage and loss in case of emergencies.

4.3 The programme builds on UNDP experiences, lessons learned and expertise, access to international good practices and a systemic approach to capacity development. The programme will support development of policies and innovative approaches to strengthen systems and bring them into line with international standards and norms. Gender equality, conflict sensitivity and confidence building, and a human-rights-based approach will be infused into all aspects of the programme. UNDP will also mobilize and facilitate interaction with a range of national and international partners. Country Programme implementation will take place within established national frameworks and systems and will be based on Annual Work Plans agreed with the Government. Existing partnerships will be strengthened and new ones developed to ensure the human development agenda is furthered and resources leveraged.

4.4 In this section, the three UNDP Country Programme components are presented and elaborated upon. They are also summarised and attached in Annex 1, Result and Resources Framework for Georgia 2015.

Programme Component 1: Poverty Reduction

4.5 This component aims to achieve the UNDP Strategic Plan goal10 of strengthened national and local capacities to achieve inclusive growth, reduce poverty and inequality and halt the spread of HIV/AIDS. It also supports the national development priority Poverty Reduction and the following National MDGs: MDG 1 – Eradicate extreme poverty; MDG 2 – Ensure coherence of Georgian educational systems with educational systems of developed countries through improved quality and institutional set up; MDG 3 – Promote gender equality and empower women; MDG 4 – Reduce child mortality; MDG 5 – Improve maternal health; MDG 6 – Combat HIV/AIDS, malaria and other diseases, and; MDG 8 – Develop a global partnership for development.

4.6 Poverty reduction and economic development activities will respond to regional and national economic development needs, targeting the poorest regions and socio-economic groups, especially taking into account post-conflict recovery priorities, strengthen capacities of relevant national authorities and local governments and address identified capacity gaps and technical assistance requirements and resource needs.

4.7 This will be addressed through the new Country Programme aimed at (1) supporting national, regional and local level governments in advancing inclusive growth agenda and contribute to poverty alleviation, (2) promoting employability, competitiveness and mobility of the work force and access to decent work opportunities, and (3) improving access of vulnerable groups to quality health, education and essential social services.

4.8 To achieve these outcomes, UNDP will work in broad partnership with all relevant stakeholders, drawing on its comparative advantages as (i) a leading advocate for inclusive growth and sustainable human development, (ii) a promoter of institutional strengthening and capacity building, and (iii) a reliable partner of the Government, donors, national and international organizations, civil society and the private sector. The aims of the Poverty Alleviation component of the Country Programme are elaborated upon below.

4.9 UNDP will continue supporting national, regional and local level governments in advancing inclusive growth agenda and contribute to poverty alleviation. It will intensify its work at the policy level to promote and ensure that economic policies and economic reforms address poverty

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reduction and unemployment. UNDP will work closely with different ministries and other key national agencies to provide support from reputable international experts and transition practitioners on the main directions of reforms. Support will be provided to the design of the strategy and methodology for addressing concentrated pockets of poverty and their integration in the municipal strategies.

4.10 UNDP will further support development of small and medium-sized businesses and other income generation schemes in the rural areas. Innovative tools for supporting business development such as integrated business development, business incubator, (agriculture) extension, micro-processing facilities, small scale laboratories, access to finance (e.g. microloans) and financial services, will be piloted and promoted in these areas. Potential and opportunities for supplementary home based employment will be explored, especially for women in rural areas. UNDP will continue supporting Professional Colleges to play increased role in rural economic development and expand its successful experience of transforming these into the hubs of economic development in the regions.

4.11 The core of UNDP’s work will remain the improvement of employability, competitiveness and mobility of the work force and access to decent work opportunities. UNDP will further promote active labour market measures based on previous successful experience designed to address structural unemployment through rapid reorientation of skill sets to meet labour market needs. UNDP will work with the Ministry of Education and Science, the Delegation of the European Union to Georgia and other international partners, vocational education providers and the private sector to develop the relevant institutional framework, partnerships and cooperation arrangements, for the provision of standards based qualifications and a training system responsive to the needs and expectations of the employers, thus ensuring high level of employability of the job seekers.

4.12 The problems of high unemployment amongst various disadvantaged groups, like IDPs, people with disabilities, rural women and youth, conflict affected population is compounded by a lack of decent housing, low awareness of their legal rights, and high dependence on budgetary-funded transfers as safety nets. These groups will be in the centre of this support to ensure that specific challenges they face for finding jobs are identified and addressed. UNDP’s successful experience of partnership with financial institutions in opening up the opportunities for accessing finance to disadvantaged and vulnerable groups will be further expanded. This assistance will target primarily those with below average income, those who are exposed to the high risk of falling in the group of most vulnerable. The justification for the inclusion of the better off is the demonstration effects that they provide in both entrepreneurship and employment.

4.13 Economic empowerment of rural women will be one of the major areas of UNDP’s work. Gender equality, women’s political empowerment and their active participation in the decision making processes is believed to be correlated with their economic empowerment. Apart from traditional instruments for strengthening the role of women in economic activities, UNDP will actively employ supplementary tools and approaches, like building women’s social networking, engaging successful women in coaching activities, and facilitating their better positioning vis-à-vis local governments and other key stakeholders.

4.14 Apart from supporting provision of employment and income generation opportunities, UNDP will actively facilitate policies and initiatives allowing vulnerable groups to enjoy improved access to quality health, education and essential social services. UNDP will strive to open public dialogue on the issue of social inclusion and advocate for enhanced social protection of the most vulnerable groups, building on a comprehensive assessment to be completed on the root causes of vulnerability. Capacity building of national and local authorities to ensure the needs for inclusive

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social protection measures and services of vulnerable populations, for example disabled, IDPs and conflict affected population, are identified and addressed in planning and service delivery will receive assistance. The Ministry of Labour, Health and Social Affairs (MoLHSA) will lead the coordination, policies and standard setting and knowledge sharing with key stakeholders.

4.15 As part of its efforts under the Poverty Reduction component, UNDP will focus on people with disabilities, through policy advice, the development of services for the disabled, and advocacy and awareness-raising among the public. UNDP will continue its work with IDPs, with a special focus on their socio-economic integration within host communities. A confidence-building approach will be employed, especially in conflict-affected areas. Access to high-quality social services will be broadened both by building on existing UNDP projects at the local level and through policy work at the national level in partnership with other UN agencies and the international community.

4.16 Post-conflict recovery support for affected populations lies firmly within the UNDP’s Country Programme framework and includes the restoration of livelihoods, increasing access to quality basic social services, and protection of human rights for vulnerable populations. UNDP’s activities in conflict areas will also be conducted in accordance with the concept of the humanitarian imperative, which obliges UNDP, as part of the UN family, to provide humanitarian assistance to these unique pockets of vulnerability in an impartial and independent manner and, wherever possible, to contribute to laying a foundation for reconciliation by supporting confidence building within and between affected communities.

Programme Component 2: Democratic Development

4.17 Under this component, the UNDP Country Office in Georgia will work towards attaining the goal of the UNDP Strategic Plan to strengthen national and local capacities for democratic governance, building upon the principles of the Millennium Declaration and the World Summit Outcome. It also supports the national development priority: Democratic development through balanced, independent, fair and participatory governance systems and processes promoted at all levels, based on Rule of Law, human rights and equality principles, as well as the following National MDGs: MDG 3 – Promote gender equality and empower women; MDG 6 – Combat HIV/AIDS, malaria and other diseases, and; MDG 8 – Develop a global partnership for development.

4.18 This will be done through the Country Programme aimed at (1) enhancing protection and promotion of human rights, access to justice and gender equality, (2) strengthening the local self-governance system to enhance human development locally, (3) supporting the balance of power, (4) facilitating greater civil engagement through strengthened CSO and media, and (5) enhancing capacities of democratic institutions for informed decision making.

4.19 To achieve its programmatic objectives, UNDP will work in broad partnership with all relevant stakeholders, drawing on its comparative advantages as: (i) a leading advocate for participatory democracy programmes; (ii) a reliable and neutral partner of Government institutions, multi-lateral organizations and civil society; and (iii) an organization that has adopted the human-rights based approach to its development cooperation.

4.20 UNDP will continue to support governance reforms aimed at establishing modern, transparent, effective and efficient institutions that ensure development and justice for all, protect the vulnerable, especially in rural areas, and actively engage civil society. Engagement in a “second wave of democratization” will include holistic support to all three branches of power and free and fair elections through an integrated electoral cycle approach. Work on decentralization will take place at both national and local levels, focusing on coordination, policy and legislative frameworks, transparent budget allocations and training for local officials. Integrated local development efforts will aim to enhance the effectiveness of local self-governance structures, increase participation in local decision making, and improve local services. The role and capacity of community based
organizations and local NGOs in local development will be strengthened, with an eye to complementing the work of institutions charged with protecting the rule of law and human rights (Public Defender’s Office, Supreme Court, and Legal Aid office). The aims of the Democratic Development component of the Country Programme are elaborated upon below.

4.21 UNDP will continue its support to enhanced protection and promotion of human rights, access to justice and gender equality with particular focus on the rights of minorities, marginalized and vulnerable groups. Recognizing trust and confidence in the Public Defender’s Office in monitoring of human rights violations and various forms of discrimination, efforts will be directed towards strengthening institutional mechanisms for supporting implementation of PDO recommendations. Special attention will be paid to capacity building of national human rights institutions, NGOs and CSOs, especially at local levels, to strengthen their role in monitoring of human rights issues and addressing violations.

4.22 UNDP will further advance the agenda for access to justice for all and legal empowerment of vulnerable groups. An holistic approach will be applied to this effect, considering support strategies to the entire system, not to isolated institutions. Special focus will be made on strengthening the Bar, as its role in new court procedures is becoming critical. UNDP will support expansion of the scope of Legal Aid Services to cover free counseling and court representation for civic and administrative cases.

4.23 UNDP will further support advancement of gender equality agenda at national and local levels. With the approval of the Law on Gender Equality, institutionalization of the Gender Equality Council within the Parliament and the development of the Gender Equality Action Plan, important progress has been made. However, this progress needs to be sustained. Implementation of the Action Plan is the next step for UNDP to further support, which also calls for active engagement of national and local authorities in this endeavour. This will be done in the framework of UNDP’s new approach to gender equality, which places greater emphasis on the role of institutions in Gender Equality and women’s economic empowerment, especially outside the capital.

4.24 UNDP will continue its support to strengthening of the local self-governance system, so that it is capable to enhance human development locally. UNDP will further build on the results achieved so far in the area of decentralization, targeting both national and local levels. At national level, the focus will be on: developing sustainable approaches and systems for an effective policy and legislative framework, capacity building for local officials and, implementation of the Regional Development State Strategy and respective action plan. In parallel, an integrated local development approach will be followed at the local level, enhancing effectiveness of local self-governance structures, creating linkages for increased community participation in local decision making, as well as improved quality and scope of public and social services provided locally. Coordination between the national and local level governance structures would be an overarching principle of these interventions.

4.25 UNDP Programme will contribute towards the balanced power of the legislative, executive, and judicial institutions to underpin consolidated democracy and state stability in Georgia. In this respect, and in view of the new Constitution, UNDP will continue enhancing the capacity of the Parliament in effectively exercising its oversight function over the Government and more substantively engaging in the state budget development processes. Towards achieving this objective, UNDP will also support strengthening the role of the judiciary and address barriers to access to the judiciary, especially for vulnerable groups. In view of upcoming Presidential and Parliamentary elections, to take place in 2012 and 2013, UNDP will continue its efforts to sustain the positive results achieved in the administration of the 2010 local elections. Assistance will be provided to streamlining Electoral Legislation and Electoral Administration to facilitate freer and fairer electoral processes, which meet international standards, and building public confidence
around them. In addition, UNDP will actively continue its efforts to ensure that political, economic and social development issues of the country are discussed among the wide political spectrum.

4.26 In parallel to the above, UNDP will undertake efforts to strengthen the role and capacity of civil society and free and independent media to participate in democratic processes. With the ultimate goal of empowering local NGOs, CSOs and community groups to play a greater role in community mobilization and local development, UNDP will help to build their administrative and programmatic capacities, position them as strong local partners for economic and social development and establish the necessary systems for their greater accountability to the communities. Special emphasis would be paid to supporting vulnerable groups, including IDPs, ethnic minorities, disabled, rural women and others. Increased capacities of NGOs/CSO would be linked to complement and expand the mandate and coverage of the institutions critical for the rule of law and human rights. National and regional media will be further strengthened to increase professional reporting and fair and unbiased coverage of ongoing political and socio-economic processes and decision making.

4.27 UNDP, in cooperation with other UN agencies will strengthen capacities of democratic institutions for informed policy making based on reliable data and clear, fair and participatory processes. An essential capacity development support will be availed to national and local authorities to strengthen their leadership in policy making and service delivery. Official statistics authorities will be supported to produce objective, reliable and timely statistical information for informed decision making. Regional cooperation and human development will be further enhanced through assisting border management authorities to facilitate an easy and secure border-crossing for people and goods. Further, various public institutions will directly benefit from the capacity development efforts, which will be instigated and owned by the authorities, thus addressing the most prevailing needs.

Programme Component 3: Environment and Energy and Disaster Risk Reduction

4.28 This component supports achieving the UNDP Strategic Plan goals to strengthen national capacities to achieve sustainable development through environmental management, adaptation to climate change, and expansion of access to environmental and energy services for the poor, and strengthening national and local capacities to prevent, mitigate and recover from the effects of violent conflicts and natural disasters. It also supports the national development priorities to prevent or mitigate disaster risks, to effectively prepare for and respond to emergency situations through unified management and coordinated action, to work towards the full implementation of the United Nations Hyogo Framework for Action 2005-2015, and to implement sustainable measures to manage and prevent the substantial depletion of natural resources and environmental pollution. National MDGs: MDG 1 – Eradicate extreme poverty, MDG 7 – Ensure environmental sustainability are also addressed through this component.

4.29 UNDP’s work on disaster risk reduction will cover both environmental protection and efforts to address natural and man-made disasters by integrating preventive risk management into national and regional planning. Climate change mitigation and adaptation measures will be a priority. Support will be provided to assess vulnerability; incorporate climate change risks into national development plans; and tap new funding opportunities for adaptation initiatives, including the MDG Carbon Facility. Use of renewables will be promoted, including through the Clean Development Mechanism. Work will also focus on the elimination of Persistent Organic Pollutants (obsolete pesticides) and the sustainability of protected areas. UNDP will continue to anchor sub-regional projects aimed at improving water management and raising public awareness on environmental issues. Assistance will also be provided in mitigating environmental damage from the August 2008 conflict.
4.30 This will be addressed through the Country Programme aimed at (1) firmly establishing disaster risk management as a national and regional priority, and (2) reducing disaster risk reduction factors, focusing on sustainable environmental and natural resource management.

4.31 To achieve these outcomes, UNDP will work in broad partnership with all relevant stakeholders, drawing on its comparative advantages as (i) a leading advocate for disaster risk reduction, (ii) a leading implementer of Global Environmental Facility programmes, and (iii) a leader in developing global environmental policies. The aims of the Environment and Energy and Disaster Risk Reduction component of the Country Programme are elaborated upon below.

4.32 UNDP will continue its support to achieve that disaster risk management is a national, regional and local priority with an established, strong institutional basis for implementation. Activities will contribute to effective legal and institutional frameworks giving due attention to disaster risk reduction.

4.33 After the introduction and awareness raising on the Hyogo Framework for Action and establishing networks and strengthening coordination, further mainstreaming of disaster risk reduction is needed. The focus of UNDP support will be on: getting in place disaster management planning and procedures at national and regional levels; an inclusive and functional National DRR Platform; adoption of a proactive and preventive approach to risk management in legal and policy frameworks and; resource allocation for identified key issues.

4.34 UNDP will further its efforts towards reducing disaster risk reduction factors, focusing on sustainable environmental and natural resource management. Activities will contribute to the establishment of an enabling environment and implementation of national and international environmental commitments.

4.35 UNDP will assist the country in progressing towards the achievement of MDG 7 and thus ensuring environmental sustainability. The Government and civil society will be assisted to strengthen the planning and management capacities, adopt sustainable practices of environmental and natural resources management and improve the access to sustainable energy services. Assistance will be provided to improve the general environmental and media-specific planning frameworks and integrate environmental concerns in general development and sectoral planning, raise awareness of key decision makers and CSOs on environmental sustainability and sustainable development, strengthen national and local capacities for the implementation of national and global commitments and, demonstrate sustainable environmental and natural resources management practices.

4.36 UNDP will work with different counterparts to help address a number of key issues of environmental sustainability and natural resource management. One is the demonstration of sustainable practices and instruments for the management of chemicals and natural resources, including land, water and biological resources. These are to be scaled-up after pilots to national and/or trans-boundary levels. Commitments of the country under the Stockholm Convention will be addressed directly through the elimination and environmentally sounds disposal of pesticides. The state of environment of the pilot area will be thus improved and the risks of leakage of persistent organic pollutants (POPs) into the soil at the site will be reduced.

4.37 Enhancement of national capacity for the implementation of national environmental commitments and major international agreements on climate change, biodiversity, land degradation and chemicals will be supported and the incorporation of environmental concerns and climate change risk considerations in national policies, strategies and programmes will be promoted. Through the process of developing the Third National Communication to the UN Framework Convention on Climate Change, and with contributions to the development of adaptation and mitigation plans and measures, UNDP will facilitate to improve an integrated approach to climate change for increased...
national capacities at the ministerial level, as well as mobilizing CSO/NGO contribution to the policy processes. Adaptation measures will be demonstrated to increase the local and national capacities for climate risk management. Initiatives to mitigate climate change effects will commence related to energy efficiency.

4.38 Wherever possible, UNDP will continue working in conflict-affected areas to improve livelihoods and promote confidence building. This will be challenging, in light of the departure of UNOMIG and other post-conflict developments. In cooperation with other agencies and international partners, UNDP will explore optimal ways to provide assistance to the most vulnerable and needy in these areas.

Part V – Partnership Strategy

5.1 UNDP will work in cooperation with a broad range of partners in the implementation of the Country Programme 2011-2015: government institutions – at national, regional and municipal level – as well as the private sector, civil society, media, local communities, resident and non-resident UN organizations and other national and international development actors. In many cases, already existing partnerships will be continued and further strengthened and, where relevant, new partners involved in them. UNDP will promote and work towards new partnerships and thematic alliances around relevant, emerging agendas, built with broad groups of national and international stakeholders. UNDP will contribute to maintaining, strengthening and establishing partnerships with available financial, human and technical resources and expertise.

5.2 The partnership with the Office of the Prime Minister, responsible for the overall coordination, monitoring and evaluation of the implementation of the UNDAF programme in Georgia, will foster continues dialogue between the Government and UNDP and ensure UNDP’s Country Programme addresses and supports national development, humanitarian and reform priorities.

5.3 Country Programme implementation will be undertaken in close cooperation with key counterpart Ministries, the Parliament of Georgia and Judiciary, including, but not limited to the Ministries of: Finance; Environmental Protection and Natural Resources; Energy; Economy and Sustainable Development; Labour, Health, and Social Affairs; Education and Science; Regional Development and Infrastructure; Justice; Corrections and Legal Assistance; Sports and Youth Affairs; Agriculture; State Minister for Reintegration. Other national partners include the GeoSTAT, Parliamentary Committees, the Public Defender’s Office, Agency for Natural Resources, Agency of Protected Areas (APA). Partnerships at the national level will focus on: data-collection and analysis; promotion of national dialogue and transparent policy development and planning, including budgeting; institutional set-up and strengthening – increasing capacity and functionality – and system development; legislation, compliance and protection; coordination, facilitation and innovation stimulation; communication and advocacy.

5.4 Close cooperation with selected local authorities at the regional and municipal levels will concentrate on their capacity building for assessment and planning – including contingency planning – management and coordination, facilitation and monitoring of regional and local development and activities. UNDP will further enhance its close and fruitful cooperation with the Government of Ajara Autonomous Republic on supporting socio-economic development of the region.

5.5 Partnership with the civil society and non-governmental organizations is crucial in achieving results in all components of the Country Programme. Apart from well-established actors at the national level, UNDP will seek to establish and expand partnerships with selected CSOs/NGOs at the local level to reach out to the population at the grass roots levels with information, education and
communication messages. CSOs/NGOs also play an important role in implementation, monitoring, representation, awareness raising and advocacy, as well as ensuring access to services. In addition they provide valuable contributions and support to elaboration of policy and regulatory documents, capacity development, confidence building, conflict prevention, technical expertise and research. UNDP will continue to engage selected CSOs/NGOs in all these roles, as well as assist them in their further institutional and professional development.

5.6 UNDP’s linkages and partnerships with the private sector, the Georgian Employers Association, Georgian Chamber of Commerce, Steering Committee for the Global Compact, American Chamber of Commerce (AmCham), financial, business development and trade support institutions and Professional Colleges, all contribute to improving employment opportunities, including through small scale household business and self-employment development. These partnerships facilitate policy dialogue and implementation, support processes, policy, legal and information systems development. Capacity building, research promotion of accessibility of services, feedback, innovation, introduction of new practices and technologies and special investment programmes are other approaches used.

5.7 Academia and research institutions will be partnered with to support quality data collection and analysis on Country Programme issues. These partnerships can also focus on research and development, innovation stimulation, curriculum development and introduction, and provide capacity development and implementation support.

5.8 UNDP will also work with media and enhance its cooperation with Georgian public Broadcaster and regional media, supporting their role in information gathering and timely dissemination of accurate information, demand creation, monitoring, awareness raising and advocacy and promoting citizenship are crucial for a modern democratic state. Partnerships are intent on assisting the media becoming increasingly capable, mature and successful in performing its role of free and competent media in the agenda-setting and communication to citizens.

5.9 In the implementation of the Country Programme, UNDP will engage with communities, especially those that are conflict affected, IDPs, vulnerable or at risk. They will be assisted in building their capacities for community mobilisation, participation and implementation, representation to ensure the views of the communities and the most vulnerable groups in them are heard and their needs taken into account.

5.10 UNDP works in partnership with both multi-lateral as well as bi-lateral partners and international organizations to coordinate development support to Georgia. While not substituting for the Government, UNDP has been and will continue to be quite active in donor coordination. UNDP will provide the necessary space to development partners to exchange their views and gain greater awareness of respective programmes and initiatives. UNDP works with the European Union especially in the field of confidence building, early response to conflicts and crisis in general and democratic transformation. Recently the United States Agency for International Development (USAID) has also become a partner in this field. For more than a decade UNDP has successfully implemented projects in Abkhazia. Through close partnership with relevant government counterparts, including the State Ministry for Reintegration, as well as the EU, USAID, Swedish International Development Cooperation Agency (SIDA), other relevant donors, international organizations and local NGOs this important work will be continued. The vocational education reform process will continue to benefit from close collaboration of UNDP with the Swiss Agency for Development and Cooperation (SDC) and the MoES. UNDP will continue its long-standing partnerships with SIDA, SDC and the Government of Romania in implementation of democratic and economic development programmes. Other partners are the Dutch Government – support to strengthening the Parliament – and the Government of Finland – restoration of damaged ecosystems. Assistance to IDPs for their better integration will further be supported by the
Government of Norway. UNDP will remain a main implementing partner for GEF funded projects in Georgia. Alongside with traditional donors, UNDP will continue its successful cooperation with emerging donors, especially new EU member states and other Eastern European countries (the Governments of Romania, Czech Republic, Poland) in the exchange of experts and practitioners, enabling selected government institutions to benefit from relevant best practice and lessons learned from countries that have experienced or are experiencing similar development challenges as Georgia. UNDP will seek new partnership with the Ministry of Labour, Health and Social Affairs in the areas of vulnerability assessment, social protection and persons with disabilities. These areas will also become major points of partnership with the World Bank. UNDP will also explore cooperation opportunities with various trust funds.

5.11 Through the United Nations Country Team (UNCT), the UNCT Theme Groups and their regular meetings, UNDP will ensure an ongoing information exchange, strengthening of partnerships and coordination and collaboration of the UN system as a whole, including non-resident UN agencies. Together with the United Nations Population Fund (UNFPA) and UN Women, UNDP partners in a joint programme to advance gender equality in Georgia. UNDP, jointly with UNFPA and the United Nations Children’s Fund (UNICEF), supports an all-party MDG Group at the Parliament of Georgia, which aims to monitor implementation of MDGs and to coordinate efforts of various stakeholders, in order to strengthen policy dialogue on selected issues. UNDP will cooperate with UNFPA, UNICEF, UN Women (and USAID) on reforming national statistical systems. Close collaboration among UN agencies, funds and programmes remains essential in addressing populations with humanitarian needs and ensuring access to areas where humanitarian programming is required. UNDP also engages in cooperation with UNOPS in support to management and oversight of regional projects in the environment. UNDP will further enhance its joint efforts with the United Nations High Commissioner for Refugees (UNHCR) on transition from humanitarian assistance to local development in Pankisi Valley, Shida Kartli and potential other areas.

Non-exhaustive list of key partners

5.12 Government: President’s Administration, Prime Minister’s Office, Parliament, Ministries of Finance, Economy and Sustainable Development, Education and Science, Justice, Corrections and Legal Assistance, Sports and Youth Affairs, Labor, Health and Social Affairs, Energy, Environmental Protection and Natural Resources, Agriculture, Regional Development and Infrastructure, Refugees and Accommodation, State Minister for Reintegration.

5.13 Other Institutions and Bodies: National Security Council, Constitutional Court, Supreme and City Courts, Chamber of Control, Public Defenders Office, Legal Aid Service, Public Service Bureau, Agency for Protected Areas, Agency for Natural Resources, Gender Equality Council, Georgian National Committee on Disaster Risk Reduction, GeoSTAT.


5.16 Civil Society/international organizations: Chamber of Commerce, Businessmen Federation, Chamber of Commerce and Industry, AmCham, Georgian Banks Association, Exporters Association, Georgian Employers’ Association, UN Association of Georgia, Georgian Research

5.17 Academia: Tbilisi State University, Ilia University, International School of Economics (ISET), Free University, Agrarian University, Zugdidi University, Gori University

5.18 Private Sector: Global Compact Steering Committee, private companies.

5.19 Others: Professional Colleges, Public Broadcaster, Radio 1, Radio 2, ATINATI
Part VI – Programme Management

6.1 The programme will be nationally executed under the overall coordination of the Office of the Prime Minister (Government Coordinating Agency). Government, NGOs, INGOs, UN agencies including UNDP will implement the programme activities. The AWPs and/or Project Documents, prepared jointly with Government counterparts and partners from the civil society, donors and other UN agencies, will nominate Government Co-operating Agency directly responsible for the Government’s participation in each UNDP assisted programme and project and will describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources. The reference to “Implementing Partner(s)” shall mean “Executing Agency (ies)” as used in the SBAA.

6.2 In programme design and implementation, UNDP works closely with key partners, using results-based management (RBM) and emphasizing continuous monitoring. The Country Programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation framework, and programme resources frameworks in the CPAP and the AWPs/Project Documents. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWPs to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWPs. UNDP will sign the project documents with partners in accordance with corporate practices and local requirements.

6.3 The UNDP office in Georgia, led by the UNDP Resident Representative supported by programme, operations, project and support staff, will assist the Government in Country Programme implementation. In consultation, the Government and UNDP may decide to engage national and international expertise to accomplish a variety of tasks or activities specified in the AWPs, as needed. UNDP headquarters will provide integrated programme and operational support.

6.4 Close interaction among the programme components will be strengthened through regular internal UNDP coordination meetings. The programme will be implemented in close coordination with other UN agencies within the context of the UNDAF. UNDP participation in the UNCT and the UN Theme Groups will ensure UN agencies programmes’ complementarity, as well as coordination of monitoring of UNDAF implementation and progress towards achieving MDGs. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence. A programme review will be conducted by-yearly in conjunction with the UNDAF review.

6.5 Atlas contributes to timely, efficient delivery of activities and effective financial monitoring to manage projects and the UNDP programme.

6.6 All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.

6.7 Cash transfers for activities detailed in AWPs can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner:
   a. Prior to the start of activities (direct cash transfer), or
   b. After activities have been completed (reimbursement);

2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner,
3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

6.8 Where cash transfers are made to the Treasury, the Treasury shall transfer such cash promptly to the Implementing Partner.

6.9 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6.10 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

6.11 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

6.12 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.13 Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme. Efforts will include UNDP providing regular information and updates to major donors and undertake targeted advocacy and communication actions.

**Part VII – Monitoring and Evaluation**

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

7.2 Monitoring, research and evaluation activities for the UNDP Country Programme specifically will be coordinated through its integrated M&E mechanism, which will assist in monitoring progress towards the implementation of work plans, resource utilization, as well as achieving programme results and outcomes, and ultimately the MDGs. All AWPs and project work plans will include M&E plans and schedules, detailing the monitoring and evaluation activities, to include regular progress reporting and reviews with partners, informed by field visits, evaluations and surveys. Joint review processes will be utilized for monitoring programme performance against both AWPs and programme results, as well as ensure consistency of follow-up. Selected sectoral surveys and assessments are also to be implemented over the period of the Country Programme.
7.3 Key indicators and baseline information to assess progress and measure results are shown in the attached CPAP RRF. The linkage between the UNDP supported Country Programme results and UNDAF outcomes are also shown.

7.4 As the Government Coordinating Agency, the Office of the Prime Minister will review and monitor the programme. Country Programme components will be implemented by the respective line Ministries as well as the regional governments and other Implementing Partners. All stakeholders will be involved in programme monitoring and evaluation. Programme monitoring will draw on nationally available data and surveys, analyses and reports produced by partners.

7.5 The capacities of the Government and non-governmental partners to collect and analyze evidence will be supported. The UN Theme Group on M&E will provide coordinated UN support, especially to the GEOSTAT, to the development of effective national monitoring systems and the monitoring of programme outcomes in line with the UNDAF and Country Programmes.

7.6 Close coordination and collaboration will be carried out with the wider United Nations Country Team and its relevant Theme Groups. UNDP participates in UNDAF three Theme Groups: Poverty Reduction, Democratic Development and Disaster Risk Reduction. These groups will meet regularly and relevant information will be fed into UNDAF Annual Reviews as well as into the Resident Coordinator’s Annual Report.

7.7 Based on this CPAP, a programme review will be conducted yearly, in tandem with the annual UNDAF review. Each outcome will be evaluated at least once during the programme cycle. Programme evaluations form an integral part of M&E and number of specific programme component evaluations will be undertaken. All programme evaluations will be guided by UNDP evaluation procedures and standards. The mid-term review of the Country Programme will take place in 2013. UNDP will participate in the evaluation of UNDAF in 2014, in collaboration with other United Nations agencies and national partners. This evaluation will include the national Millennium Development Goals. In addition, UNDP intends to support the production of a National Human Development Report during this programme cycle.

7.8 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

- Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
- Programmatic monitoring of activities following UNDP’s standards and guidance for site visits and field monitoring,
- Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the [coordinating Ministry]) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.9 To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

7.10 The Supreme Audit Institution or private sector audit services may undertake the audits of Government Implementing Partners to the frequency and scope required by UNDP.

7.11 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.
Part VIII – Commitments of UNDP

8.1 UNDP Executive Board has approved a total commitment equivalent of US$ 6,000 thousand from Regular Resources, subject to availability of funds, to support the activities detailed in this Country Programme Action Plan, for the period 2011 – 2015.

8.2 The UNDP Executive Board has also authorized UNDP Georgia to seek additional funding to support the programmes specified in this Country Programme Action Plan, referred therein as Other Resources, to an amount equivalent to US$ 59,750 thousand. The availability of these funds will be subject to donor interest in the proposed programme. To this end, UNDP will undertake to advocate their support within the local and international donor community. The above funding commitments and proposals are exclusive of funding received in response to emergency appeals, which may be launched by Government or by the United Nations System in response to a Government request.

8.3 In consultation with the Government’s request, UNDP will provide the following support services for activities in the CPAP:
   i) Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;
   ii) Identification and facilitation of training activities;
   iii) Access to UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services;
   iv) Access to the support provided by the network of UN specialized agencies, funds and programmes.

8.4 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M&E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

8.5 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner.

8.6 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment.

8.7 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

8.8 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX – Commitments of the Government of Georgia

9.1 The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement of the 1st of July 1994. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP’s property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the
privileges, immunities and facilities as set out in the SBAA (or other agreement in non-SBAA
countries).

9.2 Government cost-sharing through the CPAP should be administered according to the following
clauses:

i. UNDP bank account details:

ii. The value of the payment, if made in a currency other than United States dollars, shall be
determined by applying the United Nations operational rate of exchange in effect on the date of
payment. Should there be a change in the United Nations operational rate of exchange prior to the
full utilization by the UNDP of the payment, the value of the balance of funds still held at that
time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is
recorded, UNDP shall inform the Government with a view to determining whether any further
financing could be provided by the Government. Should such further financing not be available,
the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP.

iii. The above schedule of payments takes into account the requirement that the payments shall be
made in advance of the implementation of planned activities. It may be amended to be consistent
with the progress of CPAP delivery.

iv. UNDP shall receive and administer the payment in accordance with the regulations, rules and
directives of UNDP.

v. All financial accounts and statements shall be expressed in United States dollars.

vi. If unforeseen increases in expenditures or commitments are expected or realized (whether owing
to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall
submit to the government on a timely basis a supplementary estimate showing the further
financing that will be necessary. The Government shall use its best endeavors to obtain the
additional funds required.

vii. If the payments referred above are not received in accordance with the payment schedule, or if
the additional financing required in accordance with paragraph [vi] above is not forthcoming
from the Government or other sources, the assistance to be provided to the CPAP under this
Agreement may be reduced, suspended or terminated by UNDP.

viii. Any interest income attributable to the contribution shall be credited to UNDP Account and shall
be utilized in accordance with established UNDP procedures.

ix. In accordance with the decisions and directives of UNDP's Executive Board reflected in its
Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery
for indirect costs incurred by UNDP headquarters and country office structures in providing
General Management Support (GMS) services. To cover these GMS costs, the contribution shall
be charged a fee of minimum 7%. Furthermore, as long as they are unequivocally linked to the
specific project(s), all direct costs of implementation, including the costs of executing entity or
implementing partner, will be identified in the project budget against a relevant budget line and
borne by the project accordingly.

The aggregate of the amounts budgeted for the CPAP, together with the estimated costs of
reimbursement of related support services, shall not exceed the total resources available to the
CPAP under this agreement.

x. Ownership of equipment, supplies and other properties financed from the contribution shall vest
in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in
accordance with the relevant policies and procedures of UNDP.
xi. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP

9.3 The Government will provide all personnel, premises, supplies, technical assistance and funds, recurring and non-recurring support, necessary for the programme, except as provided by UNDP and/or other United Nations agency, international organizations or bilateral agencies, or non-governmental organizations.

9.4 The Government will support UNDP’s efforts to mobilize resources required to meet the financial needs of the Programme of Cooperation and will cooperate with UNDP by: encouraging potential donor government to make available to UNDP the funds needed to implement the unfunded components of the Country Programme; endorsing UNDP’s effort to raise funds for the programme from the private sector both internationally and in Georgia; and by permitting contributions from individuals, corporations and foundations in Georgia to support this programme which will be tax exempt.

9.5 Mechanisms for participatory planning, monitoring and evaluation on the progress of the Country Programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

9.6 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

9.7 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWPs only.

9.8 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.9 In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.10 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:
• All financial records which establish the transactional record of the cash transfers provided by UNDP;
• All relevant documentation and personnel associated with the functioning of the Implementing Partner’s internal control structure through which the cash transfers have passed.

9.11 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore:
• Receive and review the audit report issued by the auditors.
• Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI).
• Undertake timely actions to address the accepted audit recommendations.
• Report on the actions taken to implement accepted recommendations to the UN agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

Part X – Other Provisions

10.1 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2015.

10.2 This CPAP supersedes any previously signed CPAP between the Government of Georgia and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

10.3 Nothing in this CPAP shall in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities, to which the Government is a signatory.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 17 May 2011 in Tbilisi, Georgia.

For the Government of Georgia

[Signature]

H.E. Mr. Nika Gilauri
Prime Minister of Georgia

For the United Nations Development Programme

[Signature]

For the United Nations Development Programme

Georgia

Mr. Jamie McGoldrick
UNDP Resident Representative
<table>
<thead>
<tr>
<th>UNDP Strategic Programme</th>
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<th>Annualized Output targets and indicators</th>
<th>Implementing Partners</th>
<th>Indicative Resources by programme component (per year, US$)</th>
</tr>
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<tbody>
<tr>
<td><strong>UNDAF Priority Area 1: Poverty Reduction</strong></td>
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<tr>
<td>UNDP SP Focus area 1: Poverty reduction and MDG achievement</td>
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<tr>
<td>1.1 National, regional and local level governments have capacity and skills to develop and steer national and local economic policies that promote inclusive growth and contribute to poverty alleviation.</td>
<td>1.1.1 Increased capacities of national and regional and local authorities in economic development planning.</td>
<td>By 2014 methodology to identify and address needs for concentrated pockets of poverty developed and integrated in the strategies of selected municipalities.</td>
<td>Government, parliament; policy development and planning; institutional set-up, advocacy; coordination.</td>
<td>Regular Resources 400,000</td>
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<tr>
<td></td>
<td>Indicators:</td>
<td></td>
<td>Regional and local authorities; assessment and planning; coordination and facilitation.</td>
<td>TRAC1</td>
<td></td>
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<tr>
<td></td>
<td>1.1.1 Number of regions with active economic development plans.</td>
<td></td>
<td>NGOs: BDS institutions; support process, policy, capacity building and research.</td>
<td>TRAC2&amp;3</td>
<td>52,000 80,000 96,000 88,000 84,000 400,000</td>
</tr>
<tr>
<td></td>
<td>1.1.2 Availability of policy and operational measures enhancing small business development.</td>
<td></td>
<td>Private sector; policy dialogue and implementation.</td>
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<tr>
<td></td>
<td>1.1.3 Availability of business support services in rural areas.</td>
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<tr>
<td></td>
<td>Baseline:</td>
<td>By 2014 investment profile and support services in rural areas developed with special emphasis on supplementary home based employment opportunities.</td>
<td>Government, MFIs, Private business supporting companies.</td>
<td></td>
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<tr>
<td></td>
<td>1.1.1 Two out of 10 regions have development plans.</td>
<td>By 2015 innovative approaches to delivery of business development services established and piloted.</td>
<td></td>
<td>Other Resources 3,938,000</td>
<td></td>
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<tr>
<td></td>
<td>1.1.2 Available operational instruments not sufficient for fostering small business development.</td>
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<td></td>
<td>1.1.3 Business support services, e.g., training, consulting, not accessible for the rural poor.</td>
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<tr>
<td></td>
<td>Targets:</td>
<td>1.1.3 Business support services targeting the poor are developed in rural areas.</td>
<td>1.3 Business support services: e.g., training, consulting, targeting the poor are developed in rural areas.</td>
<td>Government, MFIs, Business Sector.</td>
<td>512,000 788,000 945,000 896,000 827,000 3,938,000</td>
</tr>
<tr>
<td>UNDP Strategic Programme</td>
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<tr>
<td><strong>1.2 Vulnerable populations enjoy greater access to decent work opportunities.</strong></td>
<td><strong>Indicators:</strong></td>
<td><strong>1.2.1 Labor force competitiveness improved through vocational education, counseling and engagement of private sector, and responsible business practices are promoted.</strong></td>
<td>By 2015 vocational education providers develop partnership and cooperation arrangements with the private sector for improved job placement.</td>
<td>Government, Professional Colleges, employers.</td>
<td><strong>Regular Resources 800,000</strong></td>
</tr>
<tr>
<td>1.2.1 Share of people who get immediately employed as a result of UNDP vocational education training/retraining.</td>
<td>1.2.2 Responsiveness of the Vocational Programs offered by public Vocational schools to the labor market.</td>
<td>1.2.3 Availability of special measures for facilitating employment of vulnerable groups of population.</td>
<td><strong>Baseline:</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>1.2.2 Increased capacities of national and local authorities in development and delivery vocational education services.</strong></td>
<td>By 2015 Ministry of Education provides an institutional framework for quality and viable vocational education responding to the needs of the labor market.</td>
<td></td>
<td>Government, Professional Colleges, private employers.</td>
<td></td>
<td><strong>Other Resources 7,877,000</strong></td>
</tr>
<tr>
<td>1.2.2.1 About 10 percent vocational programs respond to labor market needs.</td>
<td>1.2.2.2 To be determined.</td>
<td>Targets:</td>
<td>1.2.2.1 At least 50% of VET graduates get immediately employed.</td>
<td></td>
<td><strong>Total 800,000</strong></td>
</tr>
<tr>
<td>1.2.2.3 Employment generation schemes tested and developed, targeting vulnerable population, including IDPs, people with disabilities, rural women and youth.</td>
<td>By 2013 national and local authorities in partnership with International organizations address specific needs and challenges of employability of IDPs and people with disabilities, rural women and youth through planning instruments at different levels.</td>
<td>By 2015 national and local authorities in cooperation with financial institutions develop and pilot mechanisms for improved access to finance for the vulnerable groups.</td>
<td>Government, VET centers, private employers, NGOs.</td>
<td></td>
<td><strong>7,877,000</strong></td>
</tr>
<tr>
<td>1.2.2.3 Employment generation schemes tested and developed, targeting vulnerable population, including IDPs, people with disabilities, rural women and youth.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1,024,000 1,575,000 1,890,000 1,733,000 1,656,000 7,877,000</strong></td>
</tr>
<tr>
<td>Expected Outcomes with indicators and baselines</td>
<td>Expected Outputs</td>
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<td>Implementing Partners</td>
<td>Indicative Resources by programme component (per year, USS)</td>
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</table>
| **1.3 Vulnerable groups enjoy improved access to quality health, education and essential social services.**
Indicators:
1.3.1 Number of special social care mechanisms and/or services introduced for vulnerable.
Baseline:
1.3.1 Country has limited capacities in identifying and responding to the needs of vulnerable population, especially to those of the disabled, lack of tailored services as well as proper understanding of special needs of vulnerable population pose a challenge to the provision of adequate services to those in need.
Targets:
1.3.1 At least 5 special social care mechanisms and/or services introduced for vulnerable groups. |
| **1.3.1 Central and local government’s capacity to analyze, plan, implement and monitor inclusive social protection measures and services improved.**
By 2014 national and local authorities use data on vulnerability of population in their planning and monitoring. |
| Ministry of Labor, Health and Social Aid and its agencies, local authorities, NGOs. | **Regular Resources 800,000** |
| **1.3.2 Number of inclusive social care services provided at central and local community level increased.**
By 2015 the profile and quality of the provided social care services to the vulnerable population increased. |
| Ministry of Labor, Health and Social Aid and its agencies, local authorities, NGOs, community based organizations. | **104,000** | **160,000** | **192,000** | **176,000** | **188,000** | **800,000** |
| **1.3.3 Multi-stakeholder partnership for the delivery of inclusive social services is established.**
By 2014 the Ministry of Health and Social Affairs leads coordination and knowledge sharing among stakeholders in provision of inclusive social services. |
| **Other Resources 7,877,000** |
| **1.3.4 Policies and standards for social services developed and promoted for vulnerable groups, including the disabled, IDPs etc.**
By 2015 the Ministry of Health and Social Affairs develops, enforces and monitors standards for basic social services at national and local levels.
By 2014 professionals, including social workers, at national and local levels use modern methodologies and approaches for targeting and addressing needs of vulnerable population. |
<p>| Ministry of Labor, Health and Social Aid, local authorities, NGOs, community based organizations. |</p>
<table>
<thead>
<tr>
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<th>Indicative Resources by programme component (per year, US$)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.35 Social integration programs for IDPs developed with cooperation of local communities and local self government.</td>
<td>By 2013 Local Development Programs are based on the human security approach for IDPs and address their integration with local communities in the areas of high IDP concentration (at least 4 areas). By 2015 IDPs have progressively increasing access to services available to the host communities.</td>
<td>Minister of Internally Displaced Persons from the Occupied Territories, Accommodation and Refugees, community based organizations, local self-governments.</td>
<td>1,024,000</td>
<td>1,575,000</td>
<td>1,850,000</td>
<td>1,733,000</td>
</tr>
</tbody>
</table>

**UNDAF Priority Area 2: Democratic Development**

<table>
<thead>
<tr>
<th>UNDP SP Focus area 2. Democratic Governance</th>
<th>2.1 Enhanced protection and promotion of human rights, access to justice and gender equality with particular focus on the rights of minorities, marginalized and vulnerable groups. Indicators: 2.1.1 Confidence of general public in Public Defender's Office (PDO). 2.1.2 Availability of sustainable system/institutional mechanism for</th>
<th>2.1.1 Capacities of National human rights institution(s), NGOs and CSOs for the protection of human rights strengthened.</th>
<th>By 2014 national authorities strengthen institutional mechanism to support implementation of PDO recommendations. By 2015 the local CSOs effectively monitor and address various discriminations against specific groups at local/regional level.</th>
<th>Key Ministries and Government Agencies, including Parliament, its Committees, MOJ, MoS, MCLA, MRA, MoUHS, MoA and CCM, PDO, NGOs and Youth organizations, Media, Legal Aid Services, Common Courts.</th>
<th>Regular Resources 200,000</th>
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<td></td>
<td>26,000</td>
<td>40,000</td>
<td>48,000</td>
<td>44,000</td>
<td>42,000</td>
<td>209,000</td>
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<td></td>
<td>Other Resources 2,577,000</td>
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<td></td>
<td>335,000</td>
<td>515,000</td>
<td>618,000</td>
<td>567,000</td>
<td>542,000</td>
<td>2,577,000</td>
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<table>
<thead>
<tr>
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<td></td>
<td>Gender Equality:</td>
<td></td>
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<td>Regular Resources 500,000</td>
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<td></td>
<td>Baseline:</td>
<td></td>
<td></td>
<td>Key Ministries and</td>
<td>65,000 100,000 120,000 110,000 105,000 500,000</td>
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<tr>
<td></td>
<td>2.1.1 PDO is the second most trusted institution in the country with a full-trust level of 50%.</td>
<td></td>
<td></td>
<td>Government Agencies,</td>
<td>Other Resources 6,442,000</td>
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<td></td>
<td>2.1.2 GE institutional mechanism exists at the legislature, but not supported by budget. GE mechanism not in place at the executive.</td>
<td></td>
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<td>including MoRDI, MoF,</td>
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<td></td>
<td>Targets:</td>
<td></td>
<td></td>
<td>Municipalities, Regional Administrations, CSOs, Academy.</td>
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<tr>
<td></td>
<td>2.1.1 PDO to remain among the top five most trusted institutions.</td>
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<td>2.1.2 GE sustainable mechanisms established at the legislative and executive branches of the Government.</td>
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<td></td>
<td>2.2 Effective local self-governance system</td>
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<td></td>
<td>operational and capable to enhance human</td>
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<td></td>
<td>development locally.</td>
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<td>Indicators:</td>
<td></td>
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<td></td>
<td>2.2.1 National/central institutions strengthened in order to provide adequate institutional and policy framework in the field of local self-governance.</td>
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<td>Baseline:</td>
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<td></td>
<td>2.2.1 About 30% of municipalities have produced municipal development plans. Their use is limited even in these municipalities.</td>
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<td>Targets:</td>
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<td></td>
<td>2.2.1 At least 60% of municipalities have municipal development plans and about half of them reflect the plans in budget priorities.</td>
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<td></td>
<td>2.2.2 Capacities of local and regional</td>
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<td></td>
<td>authorities strengthened to plan, deliver and</td>
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<td>monitor public services locally.</td>
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<td>By 2015 local authorities introduce mechanisms for regular public participation in decision making.</td>
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<tr>
<td>2.3 Balanced legislative, executive and judicial branches of power underpinning consolidated democracy and state stability.</td>
<td><strong>2.3.1 Proportional distribution of power ensured.</strong></td>
<td>By 2015 political, economic and social development issues of the country discussed among wide political spectrum.</td>
<td>Parliament and relevant Committees, CoC, CEC, PDO, Common Courts, Constitutional Court, CSOs, Media.</td>
<td><strong>Regular Resources</strong> <strong>500,000</strong></td>
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<td></td>
<td><strong>2.3.2 Technical and functional capacities of the legislative branch enhanced.</strong></td>
<td>By 2015 parliament effectively exercises its oversight function over the Government through strengthened institutional and functional capacities of the staff. <strong>2014 Parliament substantively engages in the development processes of the state budget.</strong></td>
<td></td>
<td><strong>65,000</strong></td>
<td><strong>100,000</strong></td>
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<td></td>
<td><strong>2.3.3 Technical and functional capacity of Judiciary enhanced.</strong></td>
<td>By 2015 barriers to access to judiciary/courts for vulnerable and disadvantaged groups identified and addressed.</td>
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<td><strong>2.3.4 Fair and effective electoral processes facilitated.</strong></td>
<td>By 2013 electoral code revised in an inclusive manner involving large segment of the political parties. By 2014 Technical capacities of the Central and District Electoral Commissions exist to support fair elections. By 2014 public confidence in electoral processes increased</td>
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<td>2.4 Enhanced capacity of civil society and free and independent media to participate in democratic processes.</td>
<td><strong>2.4.1 Civil society and media strengthened to provide valuable contribution for policy and public debate, decision making and provision of development.</strong></td>
<td>By 2013 national and local media provides fair and unbiased coverage of ongoing political processes and policy decision making. By 2013 Georgia’s rank</td>
<td>CCM Georgia, CSOs, Media, Academics.</td>
<td><strong>Regular Resources</strong> <strong>400,000</strong></td>
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<td></td>
<td></td>
<td></td>
<td><strong>52,000</strong></td>
<td><strong>80,000</strong></td>
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**Indicators:**

2.3.1 Level of public confidence in Judiciary.
2.3.2 Level of trust in Legislature about effectiveness of the institution.
2.3.3 Number of electoral process deficient issues raised by EOMs.

**Baseline:**
2.3.1 Judiciary not enjoying sufficient trust in the country with about 17 percent trust level.
2.3.2 Trust in Legislature stands low at about 20 percent.
2.3.3 EOMs note electoral administration make procedural mistakes that result in disputing electoral results.

**Targets:**
2.3.1 Public confidence in judiciary enhanced to at least 35 percent.
2.3.2 Level of trust in Legislature increased to at least 40 percent.
2.3.3 EOMs report no serious deficiencies in electoral management.
<table>
<thead>
<tr>
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<th>Annualized Output targets and indicators</th>
<th>Implementing Partners</th>
</tr>
</thead>
</table>
| 2.4.1 Number of active CSOs in regions.  
**Baseline:**  
2.4.1 Active CSO/NGOs are mostly concentrated in the capital.  
**Targets:**  
2.4.1 NGOs in the regions strengthened to provide contribution for public debate and decision-making at local level | assistance | improved in Media Freedom index at least by 20 ranks  
By 2015 CSOs actively perform the watch dog and advocacy function in development and political processes |  

2.4.2 NGOs and CSOs at local level empowered to participate in the decision making and agenda setting | By 2015 CSOs at local levels have sufficient operational and programmatic capacities to address needs at local level | Key Ministries and Government Agencies, including MoIA, MoIISA, MRA, Parliament, Youth Department, GeoStat, CRA, MFA/Consular Department, CoC, RHNC and CCM, PDO, CSOs, NGOs, Academia. |
| 2.5 Enhanced capacity of democratic institutions for informed policy making based on reliable data and clear, fair and participatory processes.  
**Indicators:**  
2.5.1 Institutionalization of program budget practice nationwide.  
2.5.2 Reliability of statistical data  
**Baseline:**  
2.5.1 Only a few agencies use program budget approach currently.  
2.5.2 Statistical data is considered unreliable, per the public opinion surveys.  
**Targets:**  
2.5.1 All national public institutions use program budget approach.  
2.5.2 Reliability of statistical data improved per special surveys. | 2.5.1 Efficiency and effectiveness of government and public institutions enhanced contribute to the Country’s development  
By 2014 the government leads effective donor coordination at national and sectoral level (at least in 4 sector areas).  
2.5.2 Strengthened national capacities for evidence based policy making, policy analysis, monitoring and evaluation.  
By 2015 credible statistical data on key vulnerability indicators available at regional level.  
By 2015 public agencies and CSOs have capacity to analyze statistical data for policy making. |  

<table>
<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Resources 5,200,000</td>
<td>Other Resources 400,000</td>
<td>Other Resources 5,160,000</td>
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<td>1,002,000</td>
<td>1,045,000</td>
<td>1,080,000</td>
<td>1,004,000</td>
<td>1,069,000</td>
<td>5,200,000</td>
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<td>52,000</td>
<td>80,000</td>
<td>96,000</td>
<td>86,000</td>
<td>84,000</td>
<td>400,000</td>
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<td>988,000</td>
<td>995,000</td>
<td>1,045,000</td>
<td>1,077,000</td>
<td>1,001,000</td>
<td>5,160,000</td>
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<td>UNDP SP Focus area 3: Disaster Risk Reduction</td>
<td><strong>3.1 Disaster risk reduction (DRR) is a national and local priority with an established, strong institutional basis for implementation.</strong> Indicators: 3.1.1 Availability of legal and institutional frameworks for disaster management and disaster risk reduction. 3.1.2 Inclusive national multi-sectoral platform for DRR established and functioning. 3.1.3 Risk reduction integrated into government development policies and poverty reduction strategies. 3.1.4 Compliance with international agreements, treaties and conventions related to DRR, especially the Hyogo Framework for Action 2005-2015. Baseline: 3.1.1 Competing legal and institutional frameworks exist and ownership of DRR is uncertain 3.1.2 Some horizontal coordination</td>
<td><strong>3.1.1 Multi-hazard disaster management plans and procedures in place at national and regional levels.</strong> By 2014 National disaster risk management strategy developed and accepted by relevant stakeholders. By 2015 disaster preparedness capacities for effective response, recovery and rehabilitation are well-established and supported by strong legal basis and budgetary allocations at all levels.</td>
<td>Government, parliament: NSC, MoA, MoEIP, MRA, MoI, MoA, MoRD and Parliament. Regional and local authorities: Target regions &amp; municipalities. IO/NGOs, BDS institutions: various civil society org., academic institutions, at risk communities.</td>
<td><strong>Regular Resources 340,000</strong></td>
<td>44,000 68,000 82,000 75,000 71,000 340,000</td>
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<td><strong>3.1.2 An inclusive and functional National Platform for Disaster Risk Reduction established and functioning.</strong> By 2013 Hyogo Framework for Action Implementation Plan for Georgia developed, regular reporting on implementation ensured. By 2014 National Platform for DRR is established, operational and functioning.</td>
<td>Government, parliament: NSC, MoEIP, MoA, MoI, MoRD and Parliament. IO/NGOs, BDS institutions: various civil society org., academic institutions.</td>
<td><strong>Other Resources 2,430,000</strong></td>
<td>315,000 486,000 583,000 535,000 510,000 2,430,000</td>
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<td>but has not yet addressed key challenges.</td>
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<td>By 2013 at least one pilot initiative</td>
<td>Government, parliament:</td>
<td>Regular Resources 1,660,000</td>
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<td>3.1.3 Awareness of the importance of DRR exists but has not yet translated into mainstreaming actions</td>
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<td>on DRR mainstreaming at local level</td>
<td>NSC, MoEP, MoI, MoF,</td>
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<td>3.1.4 Level of compliance with the HFA as reported in Go&amp;HFA Progress Report 2011.</td>
<td>3.1.4 Key issues (e.g. risk identification, urban risk management and early warning systems) planned for and resource allocations made</td>
<td>is implemented</td>
<td>MoRDI and Parliament. Regional and local authorities: Target regions &amp; municipalities.</td>
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<td>Target:</td>
<td>3.1.1 Effective legal, policy and institutional frameworks, for disaster risk reduction featuring institutional coherence and mechanisms of coordination adopted and functional</td>
<td>By 2014 Capacity development initiatives on response, early recovery, post-disaster needs assessment, mitigation and prevention targeting at least 50 policy makers / emergency planners / first responders.</td>
<td>By 2015 Risk assessment and monitoring is systematic and data used for early warning and risk reduction</td>
<td>I/NGOs, BDS institutions; various civil society orgs., academic institutions, at risk communities.</td>
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<td>3.1.2 Inclusive (cross- sectoral) National Platform for DRR established, operational and functioning</td>
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<td>3.1.3 DRR explicitly mainstreamed into national development programmes and strategies.</td>
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<td>3.1.4 Hyogo Framework and other DRR related conventions and treaties are being sustainably implemented.</td>
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<td>3.2 Underlying disaster risk factors are reduced, focusing on sustainable environmental and natural resource management</td>
<td>3.2.1 Sustainable practices and instruments for the management of chemicals and natural resources, including land, water and biological resources demonstrated at pilot areas and up-scaled at national and/or trans-boundary levels</td>
<td>By 2015 improved cooperation and exchange of data/information and expertise in the area of climate risk management and waste management at trans-boundary level.</td>
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<td>Indicators:</td>
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<td>3.2.1 Enabling environment and status of implementation of national and international</td>
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<td>environmental commitments</td>
<td>3.2.2 System, institutional and staff level capacities enhanced for implementation of national environmental commitments and major international agreements on climate change, biodiversity, land degradation and chemicals.</td>
<td>By 2013 the government has an institutional framework and capacities to address implementation of at least three international agreements (UNCCD, Stockholm Convention and UNFCCC, Montreal Protocol). By 2014 the government has plan, institutional framework and resources to address immediate climate adaptation challenges on the national level. By 2015 the regulatory and institutional framework for the environmentally sound disposal of hazardous waste established.</td>
<td>Various civil society organizations, CBOs.</td>
<td>2011: 216,000 2012: 332,000 2013: 396,000 2014: 386,000 2015: 345,000</td>
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<td>Baseline:</td>
<td>3.2.3 Environmental concerns and climate change risk considerations incorporated in national policies, strategies and programmes.</td>
<td>By 2014 at least 200 tons of POPs waste disposed in environmentally friendly manner. By 2015 Adaptive capacity developed and early warning systems in place to improve preparedness.</td>
<td>Government, parliament: MoEP, MoRDI Regional and local authorities target municipalities. IO/NGOs: CHOs, civil society organizations.</td>
<td>Other Resources: 11,861,000</td>
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<td>3.2.4 Environmental damage, caused by August 2008 armed conflict, mitigated.</td>
<td>By 2014 risk management systems developed and immediate threat to villages of flood/landslides eliminated in selected sites. By 2015 Relevant national and local institutions have sufficient capacity and resources for addressing land degradation issues.</td>
<td>Government, parliament: MoEP, MoRDI, Agency for Natural resources. Regional and local authorities: Target municipalities (Daba, Tsagten), Forestry Department regional branches. IO/NGOs, BPS institutions: Forest Institute, NGOs, local community residents.</td>
<td>2011: 1,542,000 2012: 2,372,000 2013: 2,547,000 2014: 2,609,000 2015: 2,491,000</td>
<td>Total: 11,861,000</td>
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<td>3.4.5 Financial and operational sustainability of protected areas increased.</td>
<td>By 2013 sustainable financial plans for protected areas developed and innovative financial tools and management practices and introduced. By 2015 financial sustainability for selected PAs realized through effective applications of financial management and other innovative tools.</td>
<td>Government, parliament: MoEP, Agency for Protected Areas. Regional and local authorities. Target municipalities' regional APA branches. IO/NGOs. BDS institutions: Local NGOs, local community residents.</td>
<td></td>
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<td>2011</td>
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