



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION - GEORGIA

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Annex 1. TERMS OF REFERENCE

Cluster Evaluation of UNDP Country Programmes in Europe and the Commonwealth of Independent States

1. BACKGROUND TO THE EVALUATION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is undertaking a cluster evaluation of UNDP Country Programmes in 10 countries and 1 territory of Europe and the Commonwealth of Independent States (RBEC) each of which goes to the UNDP Executive Board in 2020 for the approval of their new Country Programme Documents (CPDs).

Each of the 11 countries (and territory) will undergo an Independent Country Programme Evaluation (ICPE), examining UNDP's work at the country level during the ongoing programme cycle 2016-2020. Results of the ICPEs are expected to provide a set of forward-looking recommendations as input to the new CPD development process for the next country programme development.

The UNDP programme countries under review, which can be grouped under three sub-regions based on their unique challenges and priorities, include:

Central Asia: Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan

South Caucasus and Western CIS: Armenia, Azerbaijan, Belarus and Georgia

Western Balkans & Turkey: North Macedonia, Serbia and Kosovo*

The outputs of this cluster evaluation will include 11 Independent Country Programme Evaluation (ICPE) Reports and a Regional Synthesis Report building on the ICPEs.

2. RBEC REGIONAL CONTEXT AND UNDP PROGRAMME

The countries of Europe and the Commonwealth of Independent States have recorded upward human development progress and significantly improved states capacity over the past two decades. All countries have achieved middle income status and eradicated extreme poverty during this period. At the same time, region has witnessed growing disparities in terms of income distribution, gender, and access to quality and affordable public services.

While many countries have reached high and very high Human Development Indices, an estimated 70 million people in the region live on less than 10 USD/day and are vulnerable to poverty. According to the last regional HDR report for the region (2016), some countries identified up to 50 per cent of their workforce (particularly youth) as either long-term unemployed or engaged in precarious, informal employment. Social exclusion also affects ethnic minorities, including Roma communities, people living

* All references to Kosovo shall be understood to be in the context of the Security Council Resolution 1244 (1999)

with disabilities and in ill-health. Some of the countries in the region have seen rapid growth in HIV infection rates.

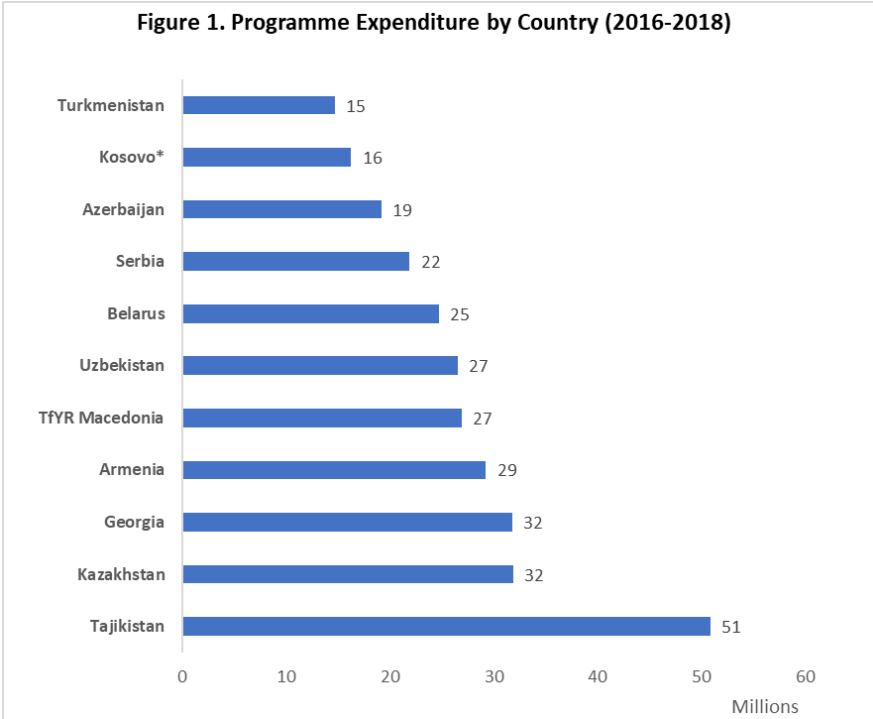
The countries of the region face similar governance challenges. Many are in need of public management reform, greater recognition and enforcement of the rule of law and access to justice, improved compliance with human rights and other international conventions, as well as greater engagement of women and civil society in government policy setting and decision making. The region is vulnerable to natural disasters including climate change related issues such as flooding, droughts, seismic risks, and environmental risks, some of which are exacerbated by human activities such as unsustainable water and land management practices, and high reliance on fossil fuels. All of these risks pose long terms threats to human security and biodiversity.

Geopolitical tensions continue to affect the region due to on-going conflicts and the heritage from past conflicts. This is exacerbated by the geographical position of this region located at the juncture between Western Europe, Asia, and the middle east, making the region an important transit area but also a source and destination for human migration.

Policy reforms at the sub regional level (Western Balkans, Central Asia, South Caucus and Western CIS) are influenced by the aspirations of countries to integrate with larger country groupings neighboring the regions, in particular the European Union.

UNDP Programming in the region

Between 2016-2018 (the review period), UNDP programmes in the 10 countries and 1 territory under review have aimed to contribute to sustainable and inclusive growth, accounting for almost 38% of the



expenditure (core and non-core), followed by support to institutions to deliver on universal access to basic services (32%) and democratic governance (15%), and lowering the risk of natural disasters including from climate change (10%). Gender equality and women’s empowerment cuts across all outcome areas, with evidence of explicit support to promote women’s empowerment. Efforts are also being made to assist countries mainstreaming the SDGs. Figure 1 highlights the total programme expenditures by country for

the 11 UNDP country programmes under review, the thematic distribution of which varies by country taking into account context, economic and social challenges in the three RBEC sub-regions.

3. SCOPE OF THE EVALUATION

The focus of the evaluation is the current country programme cycle (2016-2020) in the 10 countries and 1 territory, covering activities until the end of 2018. It will also include any ongoing projects and activities from the previous programme cycle that either continued or conclude in the current programme cycle.

The scope of each of these ICPEs will include the entirety of UNDP's activities in the country and therefore will cover interventions funded by all sources, including core UNDP resources, donor funds, government funds. Each of the ICPEs will pay particular attention to their sub-regional and regional development context within which the UNDP programme has operated. The roles and contributions of UNV and UNCDF in joint work with UNDP will also be captured by the evaluation.

4. KEY EVALUATION QUESTIONS AND GUIDING PRINCIPLES

The ICPEs will address the following three questions.:

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be assessed under evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan¹, as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker² and the gender results effectiveness scale (GRES).³

¹ These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

² A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

³ The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's

The regional synthesis will build on the findings from the ICPEs to analyze UNDPs corporate-level programme policy issues in addressing the unique challenges and priorities in the region, with special consideration to similarities across the three RBEC sub-regions, to consider the contribution of UNDP through its advisory and programmatic support at the regional level.

5. APPROACH AND METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards⁴. Methods for data collection will be both quantitative and qualitative. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers at the country level, Istanbul Regional Hub and at the UNDP Headquarters. Specific evaluation questions and the data collection method will be further detailed and outlined in an evaluation matrix.

Stakeholder Analysis: The evaluation will follow a participatory and transparent process to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase of each ICPE, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

Desk review of documents: The evaluation team will undertake an extensive review of documents. This will include, among others, background documents on the regional, sub-regional and national context, documents prepared by international partners and other UN agencies during the period under review; project and programme documents such as workplans, progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs) and project and programme evaluations conducted by the country office, regional bureau and partners, including the quality assurance and audit reports. All project, programme and background documents related to this evaluation will be posted on a dedicated IEO SharePoint website. IEO will share the link to this website with the Regional Hub and Country Offices.

Pre-mission survey: A pre-mission survey will be administered for the UNDP Country staff and their counterparts in the country; and one for the UNDP RBEC Regional Programme staff (at Headquarter and Istanbul Regional Hub) at the onset of data collection.

Project and portfolio analysis: A number of projects that represent a cross section of UNDPs work will be selected for in-depth review and analysis at both the country and regional level based on the programme coverage (projects covering the various thematic and cross-cutting areas); financial expenditure (a representative mix of both large and smaller projects); maturity (covering both completed and active

empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

⁴ <http://www.uneval.org/document/detail/1914>

projects); and the degree of “success” (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

Country missions and Key Informant Interviews: Country missions for data collection will be undertaken to the UNDP programme countries to gather evidence and validate findings. Field visits will be undertaken to projects selected for in-depth review. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

Triangulation: All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed and organize the available evidence by key evaluation question. This will facilitate the analysis and support the evaluation team in drawing well substantiated conclusions and recommendations.

Evaluation quality assurance: Quality assurance for the evaluation will be ensured by a member of the International Evaluation Advisory Panel, an independent body of development and evaluation experts. Quality assurance will be conducted in line with IEO principles and criteria, to ensure a sound and robust evaluation methodology and analysis of the evaluation findings, conclusions and recommendations. The expert will review the application of IEO norms and standards to ascertain the quality of the methodology, triangulation of data and analysis, independence of information and credibility of sources. The evaluation will also undergo internal IEO peer review prior to final clearance.

6. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the evaluation in consultation with the UNDP offices, the respective governments, the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) and other key partners at national, regional and international levels. IEO will lead and manage the evaluation and meet all costs directly related to the conduct of the evaluation.

UNDP Country Offices in the RBEC region: Each of the UNDP offices in the 10 RBEC countries and a territory will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual verifications to the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the CO and IEO will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Once finalized, the CO will prepare a management response in consultation with the Regional Bureau and support the outreach and dissemination of the final evaluation report.

UNDP RBEC and its Regional Hub: IEO will work closely with the Istanbul Regional Hub in coordinating the implementation of the ICPEs. UNDP RBEC and its Regional Hub will make available to the evaluation team all necessary information regarding UNDP’s Regional programming and Hub activities and provide factual verifications to the draft report on a timely basis. The Regional Hub and the Bureau will help the evaluation

team identify and liaise with key partners and stakeholders and help in arranging meetings and interviews. To ensure the anonymity of interviewees, UNDP staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the regional Hub and Bureau will participate in discussions on emerging conclusions and recommendations from the regional synthesis and support the outreach and dissemination of the final report.

Evaluation Team: The IEO will constitute an evaluation team to undertake the RBEC cluster evaluation. The likely composition of the evaluation team will be as follows.

- **IEO Evaluation Team:** IEO will put together an evaluation team comprising of three Lead Evaluators. Each of the three Lead Evaluators will have the responsibility for leading and coordinating the ICPEs for the countries in their respective RBEC sub-regions. Working together with an external research/ consultancy firm, they will be responsible for the finalization of the ICPE reports for their assigned countries and finalizing the sub-regional synthesis reports for their sub-region and contribute in the finalization of the regional synthesis report. One of the Lead Evaluators will have the additional responsibility for the overall coordination of the entire cluster evaluation process and deliverables.
- **External Consultancy Team:** IEO will launch a 'Request for Proposals/ Expression of Interest' inviting consulting firms/ think tanks/ research institutions/ individual consultants and put together a team of evaluation experts with substantial work experience and knowledge of the countries in the region/ sub-region and bring to the team their evaluation expertise in one or more of the UNDP work areas in the region, which include:
 - **Governance and Inclusive Sustainable Development** (including rule of law, justice, public administration, service delivery, poverty reduction, economic transformation and related areas)
 - **Environment and Natural Resources Management** (including climate change adaptation, resilience and disaster risk reduction, environmental governance and related areas)

IEO will recruit up-to a maximum of three external consultancy teams to cover UNDP countries in each of the three sub-regions, with one Team Leader for each of the three sub-regions.

Under the direct supervision of the IEO Lead Evaluator, the recruited consulting teams will be responsible for research, data collection, analysis of findings, conclusions and recommendations leading to the preparation of the ICPE reports. The Team Leaders for the three sub-regions will also be responsible for drafting a sub-regional synthesis report, and contribute in the finalization of the regional synthesis report.

7. EVALUATION PROCESS

The cluster evaluation will be conducted according to the approved IEO evaluation processes and methodologies. The following represents a summary of the key evaluation phases and the process, which will constitute the framework for conduct of the RBEC cluster evaluation.

Phase 1: Preparatory work. The IEO will prepare the TOR and evaluation design and recruit the external consultancy teams and finalize the Evaluation teams for the each of the three RBEC sub-regions. In order

to allow for comparability and a strong high-level synthesis across the ICPEs, the evaluation design will identify and include the evaluation components to be used in the sub-regional synthesis. With the help of the UNDP country offices, IEO will initiate data collection. The evaluation questions will be finalized in an evaluation matrix containing detailed questions and means of data collection and verification to guide data collection, analysis and synthesis.

External Consultancy Teams on-boarding workshop (Skype Meeting): Following the finalization and recruitment of the external consultancy teams for the three RBEC sub-regions, IEO Lead Evaluators, will organize a virtual on-boarding orientation workshop for the Team Leaders and Members of the external consultancy teams. The purpose is to orient the Teams on the ICPE code of conduct, methodology and quality assurance procedures, evaluation templates and processes, clarification on the roles and responsibilities of the IEO team members and the external consultancy teams, expected outputs and the quality of deliverables and finalization of the detailed work-plans for the ICPEs in the three sub-regions.

Phase 2: Desk analysis. Evaluation team members will conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection. The data collection will be supplemented by administering survey(s) and interviews (via phone, Skype etc.) with key stakeholders, including country and regional office staff. Based on the desk analysis, survey results and preliminary discussion with the regional and country level staff, the evaluation team will prepare an initial draft report on the emerging findings, data gaps, field data collection and validation mission plans.

Phase 3: Field data collection. This will be an intense 3-4 weeks period during which the evaluation teams will conduct the ICPE country missions (5-7 days per country) with back-to-back country missions. During this phase, the evaluation team will undertake missions to the ICPE countries to engage in data collection activities and validation of preliminary findings. The evaluation team will liaise with regional hub and the country office staff and management, key government stakeholders, other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debriefing presentation of the key preliminary findings at the country office. IEO Lead Evaluators will join the External Evaluation Teams in most of the ICPE Country missions.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the IEO Lead Evaluators, together with the external consultancy team will initiate the analysis and synthesis process to prepare the ICPE report for each of the countries in their respective RBEC sub-region. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO staff and then circulated to the respective country office and the UNDP Regional Bureau for any factual corrections. The second draft will be shared with national stakeholders in each country for further comments. Any necessary additional corrections will be made, and UNDP country office management will prepare the required management response, under the oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation will be presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final country evaluation report will be published.

The individual ICPE reports will be used for preparing the three sub-regional evaluation synthesis reports and. IEO Lead Evaluators will lead the preparation of the overall regional synthesis report in consultation with the three sub-regional Team Leaders. Prior to finalization, this will be shared with the Regional Hub and the Bureau for any factual corrections and comments.

Phase 5: Publication and dissemination. The ICPEs and the Regional Synthesis Report with their brief summaries will be widely distributed in hard and electronic versions. The individual ICPE reports will be made available to the UNDP Executive Board at the time of approval of the new Country Programme Documents in June and September 2020. The UNDP country offices and the respective Governments will disseminate the report to stakeholders in each country. The individual reports with the management response will be published on the UNDP website⁵ as well as in the Evaluation Resource Centre. The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.⁶

The Regional Synthesis Report will be presented to the Executive Board at its Annual session in June 2020. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The RBEC Regional Bureau will be responsible for generating a management response, which will be published together with the final report.

8. EVALUATION TIMELINE AND RESPONSIBILITIES

The timeframe and responsibilities for the evaluation process are tentatively⁷ as follows:

Timeframe for the cluster evaluation of UNDP 11 Country Programmes in Europe and the CIS Region		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	Sep 2018
Launch ‘Request for Proposals/ Expression of Interest’ for external consultancy teams	LE	Oct 2018
Finalization of the External Consultancy Team	LE	Nov-Dec 2018
On-boarding workshop for the Team Leaders of external consultancy teams (workshop date will depend on the recruitment of the external consulting teams)	IEO Evaluation Team	Jan-Feb 2019

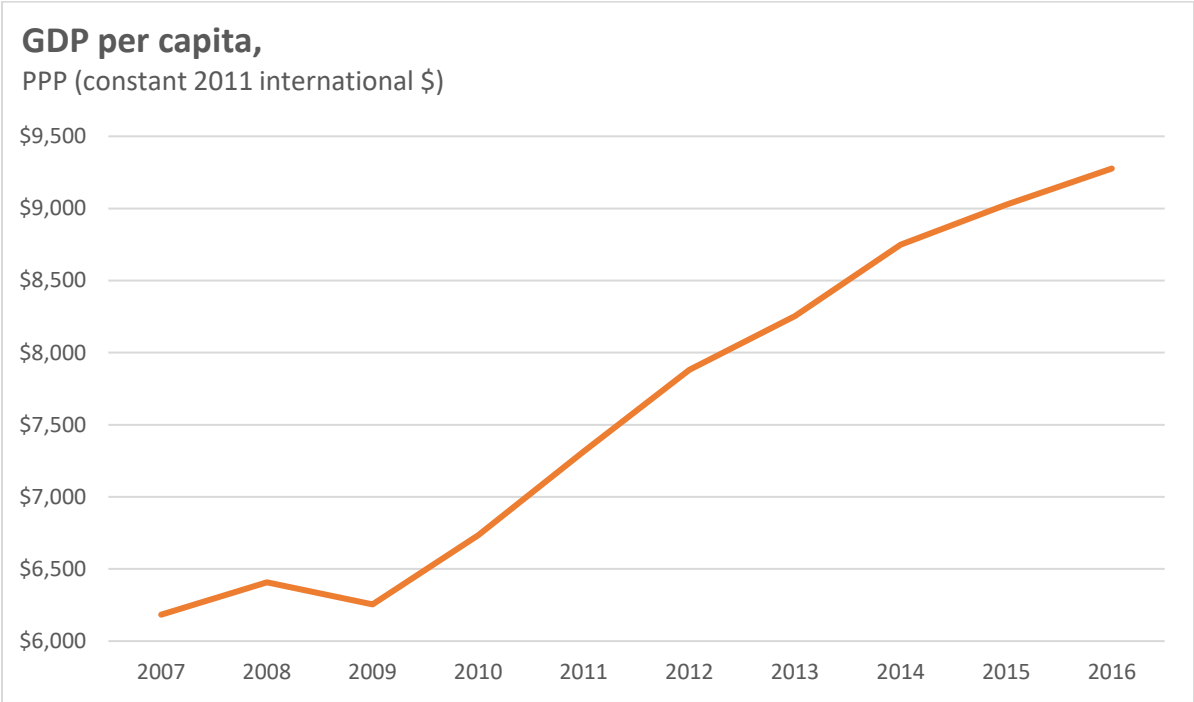
⁵ web.undp.org/evaluation

⁶ erc.undp.org

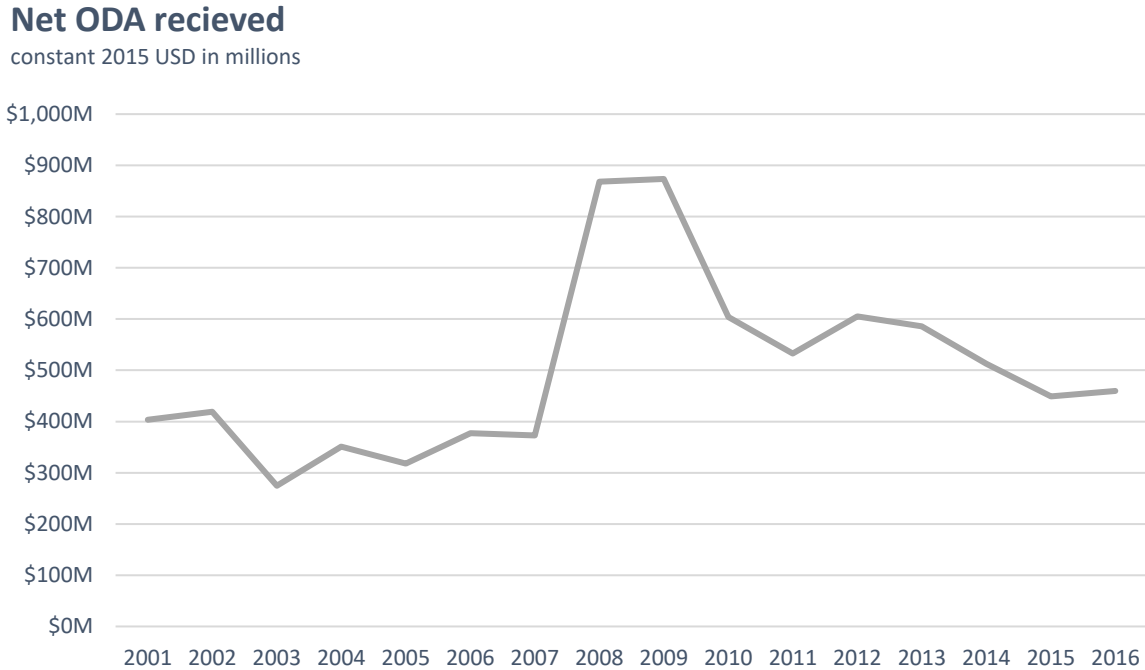
⁷ The timeframe and deadlines are indicative and may be subject to change.

Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	External Consulting Team/LE	Jan-Mar 2019
Launch of pre-mission surveys (Country offices, RBEC Regional Programme and Regional Hub)	External Consulting Team/LE	Jan/Feb 2019
Preparation of draft pre-mission country analysis papers	External Consulting Team/LE	15 Mar 2019
Phase 3: Data Collection and Validation		
Data collection and validation country missions (5-7 days per country over a period of 3-4 weeks with back-to-back country missions)	External Consulting Team/LE	May/ Early June 2019
Phase 4: Analysis, report writing, quality review and debrief		
ICPE Analysis and Synthesis	LE/External Consulting Team	Jun-Jul 2019
Zero draft ICPE report for clearance by IEO and EAP	LE/External Consulting Team	Aug 2019
First draft ICPE report for CO/RBEC review	CO/RBEC/LEs	Sep 2019
Final (Second draft) ICPE report shared with GOV	CO/GOV/LEs	Sep-Oct 2019
Sub-regional evaluation synthesis report	LE/TLs	Sep-Oct 2019
UNDP management response to ICPE	CO/RBEC	Oct 2019
Regional evaluation synthesis report (Draft)	LE/TLs	Oct 2019
Final ICPE debriefing with national stakeholders	CO/LEs	Nov-Dec 2019
Final Regional Synthesis Paper	LEs	Nov-Dec 2019
Phase 5: Production and Follow-up		
Editing and formatting	IEO	Dec 2019
Final report and Evaluation Brief	IEO	Jan 2020
Dissemination of the final report	IEO/CO	Feb 2020
Phase 6: Executive Board Presentation		
EB Paper	EM/LE	Feb 2020
EB Presentation	IEO	May-Jun 2020

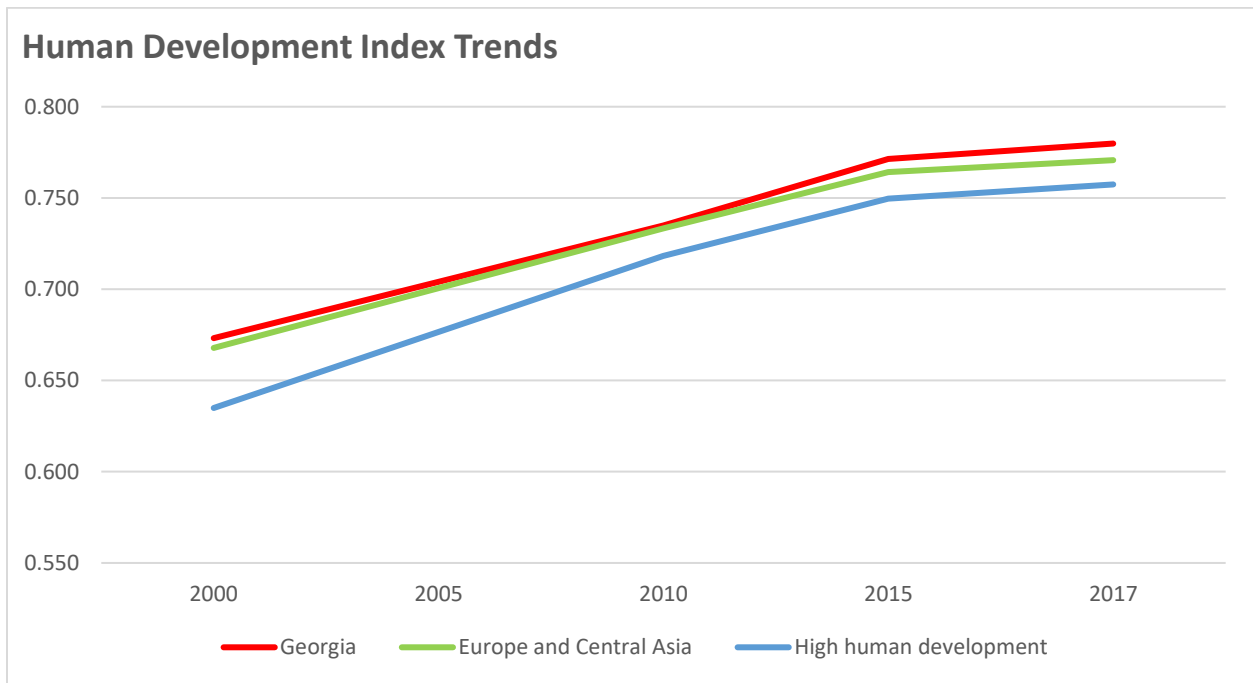
Annex 2. COUNTRY AT A GLANCE



Source: World Bank

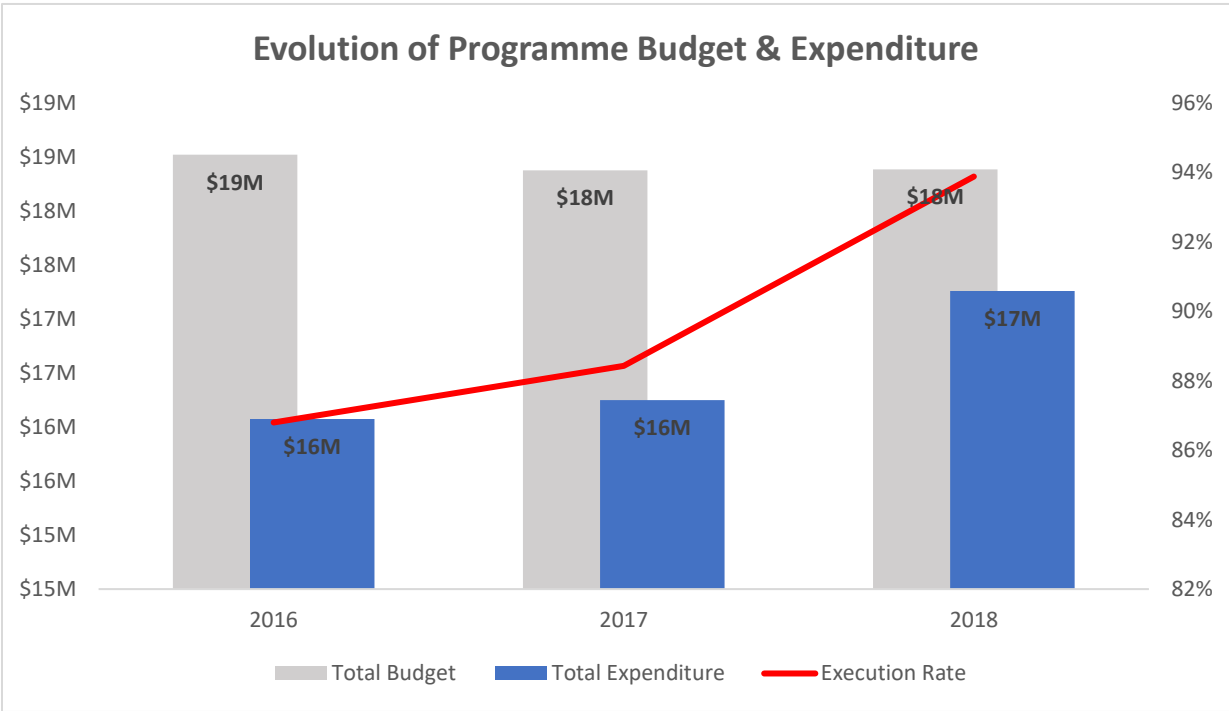


Source: OECD

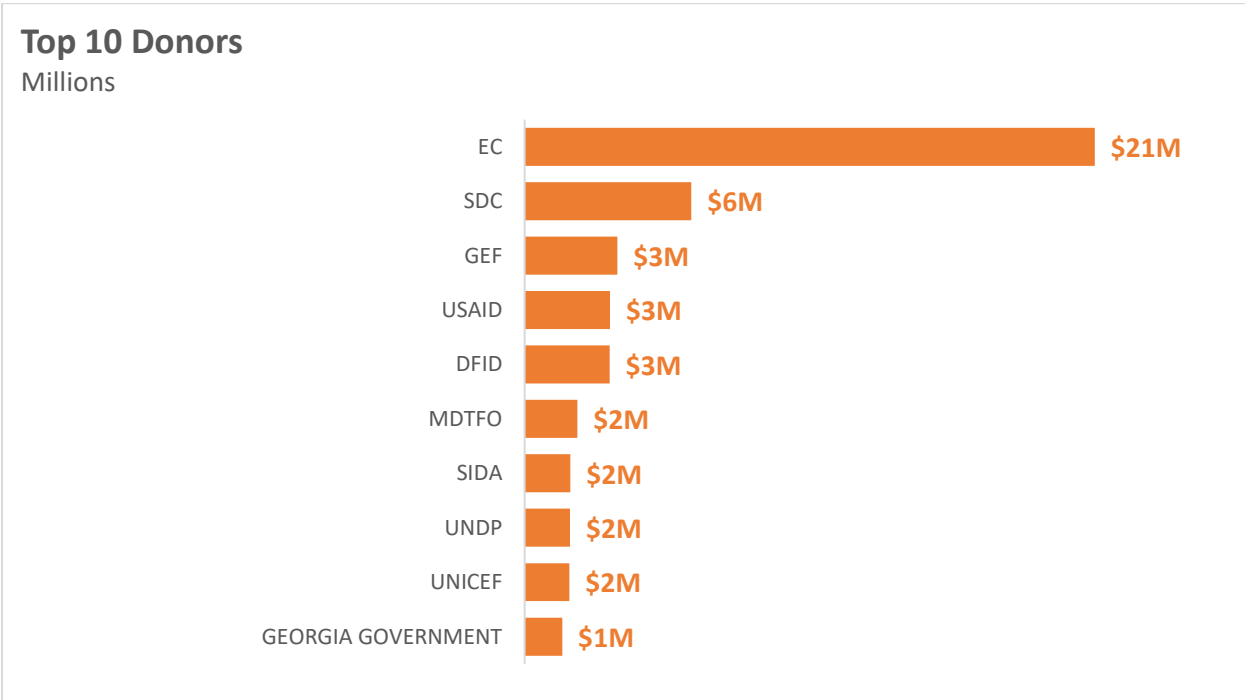


Source: UNDP Human Development Report

Annex 3. COUNTRY OFFICE AT A GLANCE



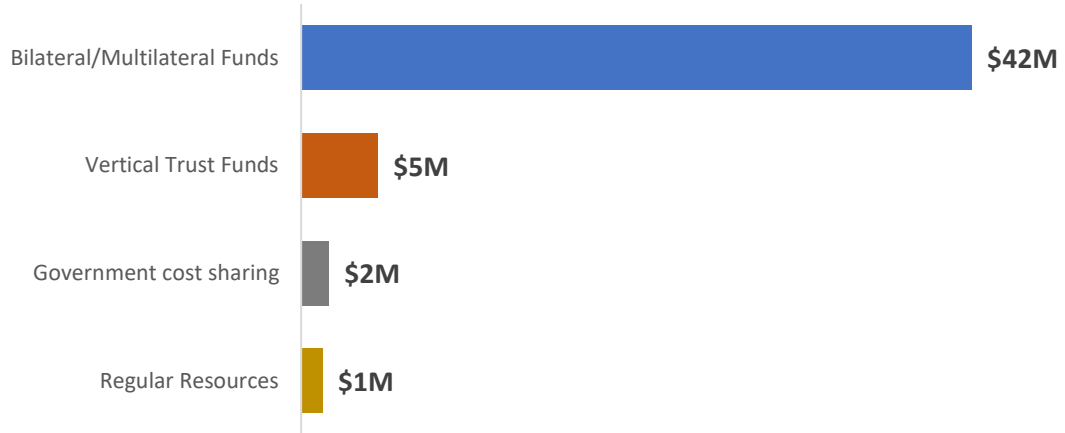
Source: Project List (Power BI/Atlas)



Source: Project List (Power BI/Atlas)

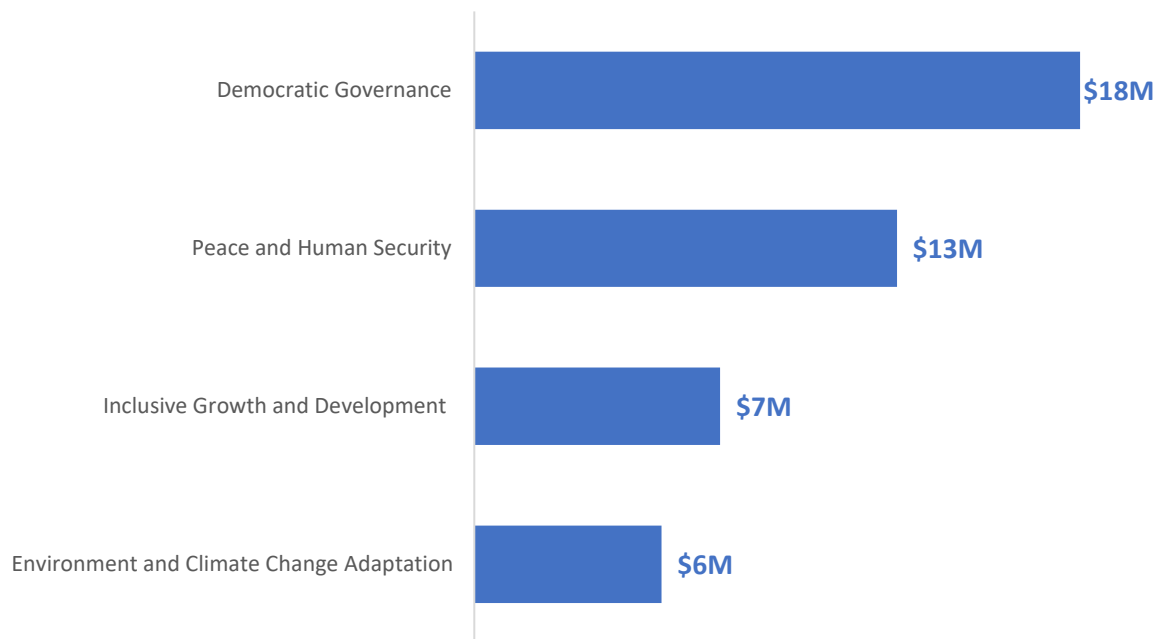
Total Expenditure by Fund Category, 2016-2018

Millions

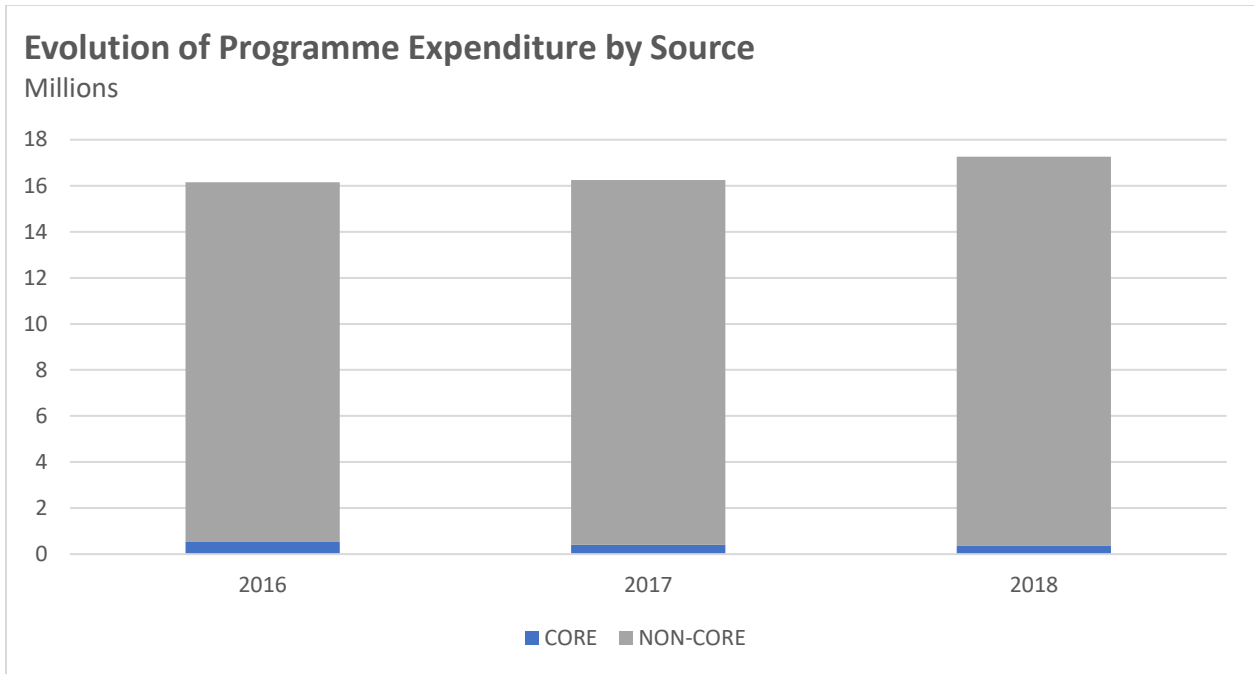


Source: Project List (Power BI/Atlas)

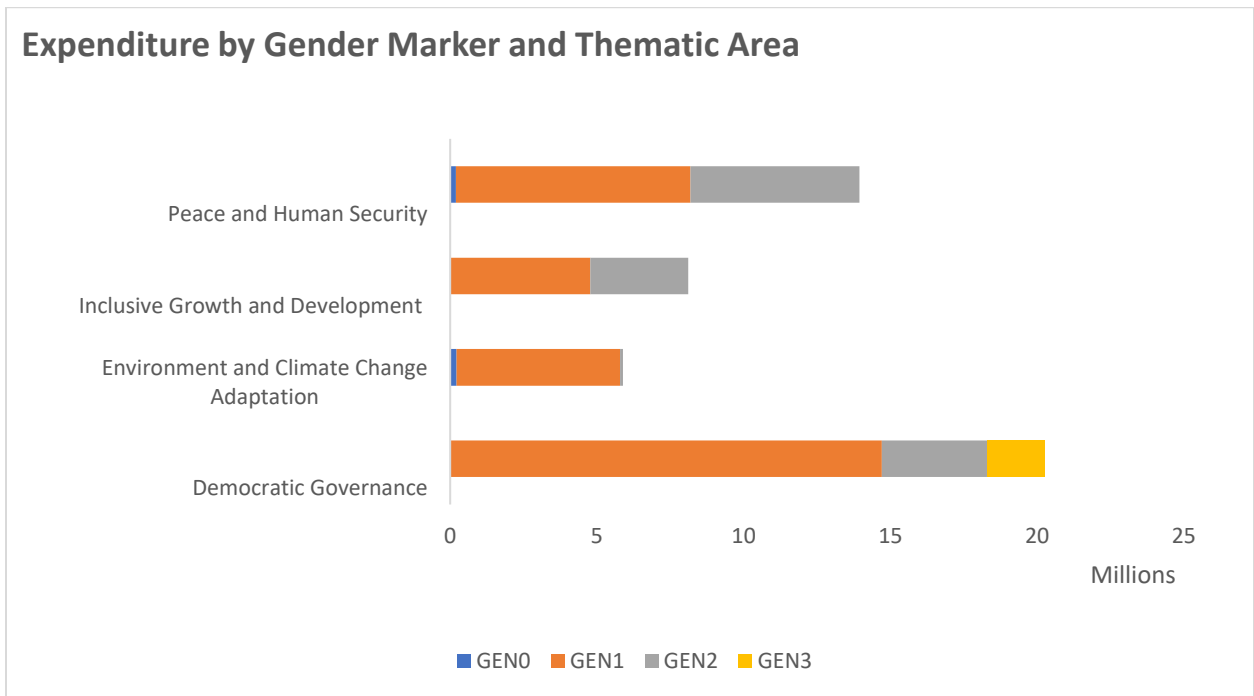
Evolution of expenditure by thematic area (total)



Source: Project List (Power BI/Atlas)



Source: Project List (Power BI/Atlas)



Source: Project List (Power BI/Atlas)

Annex 4. PROJECT LIST

Democratic Governance					
Outcome	Project	Start date	End date	Total budget 2016-18	Total expenditures 2016-18
11A: By 2020, expectations of citizens of Georgia for voice, rule of law, public sector reforms, and accountability are met by stronger systems of democratic governance at all levels	Parliamentary Strengthening	2/19/2014	8/31/2016	71,083	38,113
		6/29/2016	12/31/2019	1,710,126	1,649,868
	Governance Reform Fund (GRF)	12/10/2015	12/31/2020	1,690,024	1,602,864
	Fostering Local and Regional Development	11/1/2011	12/31/2017	1,030,457	830,933
		1/18/2013	12/31/2017	1,836,009	1,692,955
	Bagratashen Sadakhlo Border Crossing Point	12/1/2013	12/31/2017	7,232	(506)
	Land Border Management	11/1/2014	2/28/2018	2,682,682	2,298,164
	Red Bridge IBM	1/1/2016	12/31/2018	1,561,521	1,514,306
	UN Joint Program for Gender Equality	11/16/2015	12/31/2020	2,000,983	1,969,888
	UN JP on Human Rights	1/1/2016	12/31/2018	2,001,578	1,801,754
	Media Monitoring for 2016 Elections	3/1/2016	12/31/2016	325,380	304,980
	Support to Public Administration Reform/ GRF 2/UK	7/26/2016	12/31/2020	3,651,266	3,146,680
	UN JP Access to Justice	1/1/2016	12/31/2018	1,914,458	1,855,337
	Fostering Local & Regional Development_Phase II	12/11/2017	12/31/2021	451,746	427,535
		12/11/2017	12/31/2021	181,285	167,933
	Study and Research on Election Media Coverage for 2017	1/1/2017	3/1/2018	309,858	259,063
	Study & Research on Election Media Coverage 2018	1/1/2018	12/31/2018	276,004	268,524
	Engagement Facility 2016-20	6/26/2018	12/31/2019	191,710	105,384
	Global Project - Core Government Functions	5/1/2016	12/31/2019	95,680	49,680
	Mainstreaming, Acceleration and Policy Support (MAPS)	1/1/2016	12/31/2020	21,400	12,475
Decentralization & Good Governance	4/1/2018	3/31/2023	455,644	436,033	

	Innovation Facility	6/1/2014	12/31/2018	192,113	158,639
Inclusive growth					
12A: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded	Skills for Employment Program	6/1/2013	12/31/2018	3,929,630	3,670,831
	Ajara Agriculture	2/1/2013	7/31/2016	157,852	124,271
	Rural Development in Georgia/ENPARD2	7/1/2016	12/31/2018	3,355,270	3,105,882
	Vocational Skills EU	11/1/2015	12/31/2017	653,571	572,596
	VET-Agriculture-SDC-phase 2	9/10/2018	12/31/2022	195,155	201,316
	Ajara Agri Govt	5/1/2016	12/31/2018	521,457	406,058
	Alternative Dispute Resolution EU	1/1/2019	31/12/2020	530,390	
	ENPARD-Phase 3	1/1/2018	11/30/2022	238,305	237,292
	Private Sector Development	1/2/2019	31/01/2023	5,843,500	-
Human security					
13A: Human security and resilience enhanced in conflict-affected communities	Abkhazia Community Revitalization	10/1/2010	4/30/2018	664,424	526,201
	Peace and Development Program - Phase 2	1/1/2013	12/31/2017	172	(10,417)
	Abkhazia Agriculture	9/1/2014	12/31/2016	397,408	196,983
	COBERM3	1/1/2016	12/31/2018	7,747,180	6,634,706
	Dialogue Mechanism-Phase 2	1/1/2016	12/31/2018	815,358	757,031
	Civil Society Support Programme in Abkhazia	1/1/2017	6/30/2019	1,122,019	1,144,155
	HORIZONS Abkhazia	6/20/2016	6/18/2021	3,233,126	3,101,484
	ENPARD2 Abkhazia	5/5/2017	12/31/2018	1,500,785	1,113,044
	ENPARD 3 Abkhazia	3/1/2018	4/30/2021	368,767	395,688
	Dialogue Coordination Mechanism	6/3/2012	12/31/2016	83,000	(45,636)
	Joint UNDP-DPA Programme on Conflict Prevention	3/18/2004	10/31/2018	260,000	199,723
		7/8/2016	12/31/2021	323,144	179,789
	Sub-Regional PDA2	7/1/2018	4/19/2019	57,473	65,906
	Regional PDA	4/12/2017	4/30/2018	106,081	87,816
VET-EU Abkhazia	1/2/2019	31/01/2022	216,970	-	

Environment and energy					
14A: Communities enjoy greater resilience through enhanced institutional and legislative systems for environment protection, sustainable management of natural resources and disaster risk reduction	PIMS 4285 BD MSP: Sufficiency of Rev. for Protected Areas	1/1/2010	12/31/2016	D	59,609
	Protected Areas Financial Sustainability	1/1/2019	31/12/2023	268,240	-
	PIMS 4583 AF: Flood Management in Rioni	5/1/2012	2/28/2017	1,225,591	1,224,241
	Communicating Results	1/20/2011	12/31/2018	232,056	215,872
	PIMS4335 MSP CC: Biomass Production and Utilization	6/1/2011	12/31/2017	430,403	411,597
	HCFC Phase-Out Management Plan	2/1/2012	12/31/2018	164,449	59,636
		2/2/2016	12/31/2017	62,815	60,666
		4/27/2016	10/31/2017	30,395	30,000
	Multi-hazard early warning	1/12/2018	31/12/2025	5,000,000	
	Sustainable Pastures Management	1/1/2013	12/31/2017	190,021	183,349
	PIMS 4732 FSP: Achara PAs	1/1/2014	12/31/2018	950,831	885,111
	Georgia's First Biennial Update Report	6/1/2014	12/31/2016	100,441	99,892
	EU4Climate	1/1/2019	12/31/2022	2,080,000	-
	Green Cities Initiative_Achara	7/1/2015	6/30/2019	846,549	663,920
	CCCD in Georgia	1/1/2015	12/31/2018	1,266,019	1,209,116
	Strengthening DRR Capacities	12/5/2014	12/31/2016	85,125	80,766
	Enabling Activities for Minamata Convention	11/1/2014	12/31/2017	220,362	199,759
	4NR Support to GEF CBD Parties 2010 biodiversity targets	12/4/2014	6/30/2019	478,980	437,911
	Tbilisi Floods-Post Disaster needs assessment	7/10/2015	6/25/2016	12,874	12,869
	PIMS 5946 SBUR and Fourth National Communic.to UNFCCC	5/1/2017	12/31/2020	307,112	293,050
Inception: Climate Adaptation Capacities	1/1/2018	12/31/2018	213,415	199,109	

Annex 5. PEOPLE CONSULTED

UNDP

1. Louisa Vinton, Resident Representative
2. Tuya Altangerel, Deputy Resident Representative
3. Ketu Ukleba, Operations Manager
4. Khatuna Sandroshvili, Innovations Specialist
5. Gigi Bregadze, Democratic Governance Team Leader
6. Khatuna Chanukvadze, M&E Officer
7. Sophie Tchitchinadze, Communications Analyst
8. Nino Antadze, Environment and Energy Team Leader
9. Giorgi Vardishvili, Conflict Prevention & Recovery Team Leader
10. George Nanobashvili, Economic Development Team Leader
11. Lika Kartsivadze, Project Manager
12. Maria Tutberidze, Project Manager
13. Irina Liczek, Project Manager
14. Bezhan Kozanashvili, Project Manager
15. Konstantine Kobakhidze, Project Manager
16. Nodar Kereselidze, Project Manager
17. Lela Akiashvili, Project Manager
18. Salome Odisharia, Project Manager
19. Sophie Guruli, Project Manager
20. Nino Kabukava, Project Manager
21. Federica Dispenza, Project Manager
22. Yugesh Pradhan, Project Manager
23. Saida Anua, Technical Coordinator, Sukhumi
24. Irakli Goradze, Project Manager
25. Vakhtang Kontselidze, Project Coordinator, Ajara Component

United Nations

1. Gottfried Hanne, Deputy Representative, UNICEF
2. Tamar Sabedashvili, Deputy Head, UN Women
3. Javier Sanz Alvarez, Coordinator of Policy Projects in Agriculture and Rural Development, FAO
4. David Mushkudiani, UN Coordination Officer, UNRC Office

National Government

1. Irina Tserodze, VET Deputy Head, Ministry of Education Science Culture and Sport of Georgia
2. Nino Tkhilava, Head Environmental Policy, Ministry of Environmental Protection and Agriculture

3. Khatia Tsilosani, Deputy Minister on Rural Development, Ministry of Environmental Protection and Agriculture
4. Tamar Aladashvili, Head, Environmental Information and Education Center
5. Tako Khakhishvili, Head of Department, Agency of Protected Areas
6. Natia Iordanishvili, Head, National Forestry Agency
7. Gia Tsagareishvili, Deputy Head, National Environmental Agency
8. Irakli Jeiranashvili, International Deputy HEAD, National Environmental Agency
9. Natalia Jamburia, Energy Efficiency & Renewable Energy Focal Point, Ministry of Economy and Sustainable Development
10. David Melua, Executive Director, National Association of Local Authorities
11. Tamar Kochoradze, International Relations Deputy Head, Office of State Minister for Reconciliation and Civic Equality
12. Natia Tsikaradze, Senior Specialist for the Policy Planning Unit, Government Administration
13. Giorgi Bobghiashvili, Senior Specialist for the Policy Planning Unit, Government Administration
14. Mariam Jajanidze, Adviser, Human Rights Secretariat, Government Administration
15. George Gibradze, Emergency Management Service under the Prime Minister
16. Tamuna Chugoshvili, First Vice Speaker, Parliament of Georgia
17. Nika Samkharadze, Head of Speaker's Cabinet, Parliament of Georgia
18. Mzia Giorgobiani, Deputy Minister, Ministry of Regional Development and Infrastructure
19. Razhden Kuprashvili, Director, Legal Aid Service
20. Irakli Shonia, Deputy Director, Legal Aid Service

Government of Autonomous Republic of Adjara

1. Mamuka Turmanidze, Deputy Minister of Agriculture
2. Gocha Beridze, Director, State Agro Service Center
3. Giorgi Kuridze, Director, Machakhela National Park Administration

Civil Society and Academia

1. Khatuna Gogaladze, Environmental Outlook
2. Irakli Shavgulidze, Head, NACRES
3. Bejan Lortkipanidze, Programme Officer, NACRES
4. Goef Giacomini, Head, Caucasus Nature Fund
5. Tea Barbakadze, Programme Officer, Caucasus Nature Fund
6. Elguja Meladze, Director, Georgian Employers' Association
7. Nino Zambakhidze, Head, Georgian Farmers' Association
8. Maiko Baratashvili, Head, Tanadgoma
9. Marcella Maxfield, Director, ACF
10. Liana Garibashvili, Energy Efficiency Expert, Energy Efficiency Center
11. Giorgi Mukhigulishvili, Lead Researcher, World Experience for Georgia
12. Gia Tsetskhladze, Head of Cooperative "Mukha-estate", Ajara

13. Naira Makharadze, Head, AMAG (Local Action Group) “Kobuleti”, Ajara
14. Giorgi Salvaridze, Head of AMAG (Local Action Group) “Machakhela”, Ajara

Bilateral and international partners

1. Evenij Najdov, Senior Economist for Georgia Europe and Central Asia, World Bank
2. Mariam Dolidze, Local Senior Economist, World Bank
3. Ketii Vardosanidze, Climate Change Expert, GIZ
4. Olivier Burki, Regional Director, SDC
5. Wernet Thut, Deputy Regional Director, SDC
6. Tamar Tsivtsivadze, Head of Program Democratic Institutions and Human Safety/Security, SDC
7. Beka Tagauri, Head of Program Economic Development, SDC
8. Kakha Khimshvili, Programme Officer, SIDA
9. Nika Kochishvili, Prog. Manager Democratization, European Union

Annex 6. DOCUMENTS CONSULTED

Background documents

1. Economic and Social Vulnerability in Georgia, UNDP, 2013
2. Georgia Country Economic Update, World Bank, 2018
3. Citizens' Satisfaction with public services in Georgia, UNDP, 2015 and 2017
4. Report on the implementation of the EU Association Agreement with Georgia, Committee on Foreign Affairs, European Parliament, 2018
5. Institutional Reform Plan of the Parliament of Georgia, Parliament of Georgia, 2016
6. Local and regional democracy in Georgia, Council of Europe, 2018
7. Consolidated report on the conflict in Georgia, Council of Europe, 2018
8. Status of internally displaced persons and refugees from Abkhazia, Georgia and the Tskhinvali region/South Ossetia, Georgia, United Nations, 2017 and 2018
9. VET Development Strategy for 2013-20, Ministry of Education and Science, 2013
10. Strategy for the Judiciary in Georgia for 2017-21, 2017
11. Strategy for Agricultural Development in Georgia 2015-20, Ministry of Agriculture, 2015
12. SME Development Strategy of Georgia 2016-20, 2015
13. First Voluntary National Review on Implementation of the SDGs, Government of Georgia, 2016
14. Rural Development Strategy for Georgia 2017-20, 2016
15. Open Government Partnership Action Plan of Georgia 2016-17, Ministry of Justice and Open Government Partnership, 2016
16. National Disaster Risk Reduction Strategy of Georgia 2017-20, 2017
17. National Biodiversity Strategy and Action Plan of Georgia 2014-20, 2014
18. Third National Environmental Action Programme of Georgia 2017-21, 2018

UNDP documents

19. Strategic Plan 2014-17
20. Strategic Plan 2018-20
21. Country Programme Document 2016-20
22. Theories of Change for the Four Priority Areas of Georgia CPD 2016-20, 2016
23. Strategic notes 2016-18
24. Results Oriented Annual Reports 2016-18
25. Audit of UNDP Country Office in Georgia, 2017
26. Mid-term and terminal project evaluations, 2016-18
27. Project monitoring reports, 2016-18
28. GSS Survey Georgia, 2016 and 2018
29. UNDP Partnership Survey, 2017

UN documents

30. United Nations Partnership for Sustainable Development 2016-20, 2016
31. UNPSD Annual Reports, 2016 and 2017
32. UNCT Communications and Advocacy Strategy 2018-19, 2018
33. Strategic Summary of Coordination Results, 2016-18
34. JWP Outcomes Annual Review, 2017
35. UN Collaborative Business Operation Framework, 2018

Annex 7. SUMMARY OF CPD INDICATORS AND STATUS AS REPORTED BY COUNTRY OFFICE

Indicator	Baseline	Target	Progress		
			2016	2017	2018
Outcome 1. By 2020, expectations of citizens of Georgia for voice, rule of law, public sector reforms, and accountability are met by stronger systems of democratic governance at all levels					
Worldwide Governance Indicators	Voice and Accountability index 54.5%; Rule of law index 53.6%; Government Effectiveness Index 69.4%	Voice and Accountability index >60%; Rule of law index >58%; Government Effectiveness Index>72%	Outcome indicators demonstrate positive dynamics: WB latest data on rule of law (+11.4% vs. 2013), reflects progress on Human Rights (HR) and Access to Justice-reconfirming these as genuine priorities for the government. HR Strategy/Action Plan, protection of PwD rights, personal data and	For enhancing citizen's voice, rule of law, public accountability and effectiveness (CP Outc 1), UNDP supported government in taking forward Civil Service Reform enhancing public administration (PA) performance, as evidenced by rise in respective global index (Government Effectiveness: +1.7% vs 2013) (E1.38).	The progress towards governance outcome was on track with below main achievements and tangible contributions made by UNDP in 2018:
Level of public confidence and satisfaction with legislature, judiciary, democratic system and public service delivery	TBD	TBD	harmonization of border control procedures with EU standards, all supported by UNDP, helped advancing EU-Georgia visa liberalization agenda-the major developmental milestone for the country in 2016.	Further, UNDP facilitated commitment by top-level decision-makers to these critical reforms, including through linking PA reform with SDG and Open Governance agendas.	<ul style="list-style-type: none"> • UNDP helped improve government commitment to 2030 Agenda implementation via its integrator role through co-chaired SDG Council and supporting electronic management system for monitoring. • UNDP-United Kingdom support to the Public Administration Reform (PAR) has helped to set legislative framework for government effectiveness, introduce systems for higher performance and involve civil society in PAR. • UNDP contributed to increased voice and accountability through Open Government Partnership (OGP) initiatives and support to OGP Global Summit hosted by Georgia. • UNDP-Swiss/Austrian long-term efforts to support the local self-governance (LSG) reform resulted
Seats held by women in parliament and local councils	Parliament 11% Local councils 11.8%	Parliament 20% Local Councils 15%	Voice and Accountability indicator (WB) is also on rise (+0.5% vs 2013). This is contributed by more effective and open parliament, committed to implement legislative openness action plan together with UNDP. CSO/public assessments corroborate, describing Parliament as more open and participatory; Compared to 2012,	UNDP supported improvement of Gender Equality (GE) legal framework, including through advocacy leading to Constitutional guarantees on greater GE and Temporary Special Measures. Political participation of women is on a rise, albeit at a slow pace. Proportion of women in elected local councils is up from 11.6 % (2014) to 13.4 % (2017), but still falls slightly short of the CP Outc. target of 15 %. To accelerate the progress, UNDP	

			<p>majority also believes it works better or same way (56%). Accordingly IRRF ind. 2.1.1.A.1.1 sees rise from 2 to 3.</p> <p>Overall, Georgians also report an improved level of democracy and greater freedom of Speech (E.1.4) While WB notes minor decline in Gov. Effectiveness (-2.4%vs2013), more recent study (E.1.18) revealed 88% people largely satisfied with public services. GoG embarked on PAR centrally and locally linked with EU-Geo AA supported by UNDP. Operational capacities of ten public institutions strengthened via targeted support. SDGs nationalized with the intention of incorporating SDG targets into national development agenda. SDG convergence with Open Government Partnership and setting monitoring system for Goal 16 initiated</p> <p>No. of women MPs increased to 16% (+4% vs 2012) as a result of Parl. elections in Oct 2016. At local level, elected women remain at 11.6% but may grow after 2017 elections. New gender equality legislative amendments are also seen as achievements, including GE</p>	<p>advocates Parliamentary approval of the Bill on gender quotas. The draft was approved by 3 Committee hearings in 2017, and UNDP brokered commitment by senior officials, incl. the Chair of the Parliament to support its approval in 2018.</p>	<p>in the elaboration of the Decentralization Strategy (2019-2025) which will shape the country's efforts to empower LSGs and foster inclusive local development.</p> <ul style="list-style-type: none"> • UNDP-European Union (EU) media monitoring during the election cycle helped produce quantitative data revealing increased balanced coverage, plurality and reduction in hate speech. • UNDP-EU long-standing efforts to support access to legal aid for the most vulnerable people increased to 50,000. Georgia's strong standing in promoting legal aid and voicing the concerns of most vulnerable was also showcased at the 3rd Global Legal Aid Conference hosted by Georgia. In addition, mediation as an alternative dispute resolution mechanism was expanded including offering services to municipalities (Gori, Rustavi). • UNDP-EU support enabled the adoption of the National HR Action Plan (2018-2020). This has helped to set overall HR framework including the notable occurrences of empowering Inspector's office to investigate HR violations by law enforcement bodies and the Ministry of Interior establishing a
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			institutionalizing mechanisms at local level and increasing financial incentives for greater inclusion of women candidates		Department for HR protection overseeing investigations of discrimination, hate and violence against women
Outcome 3. Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded					
Number of new policies, systems, institutional measures at national and subnational levels to generate/strengthen employment and livelihoods	3 policies or programmes	At least 2 new policies for supporting inclusive business development, application of innovations and rural development	UNDP contributed significantly towards achievement of the CP Outcome, as expressed by the progress with its indicators. In terms of setting forth new policies, the National Rural Development strategy and Action Plan has been approved which introduces an integrated approach to improvement of quality of living standards in rural areas (CP Ind. 2.1.1). The strategy also creates a strong ground for carrying out inclusive development measures. The Rural Development Policy is based on the best EU model focusing on: economic competitiveness and diversification, social services, sustainable use of natural resources and local engagement. Wide public consultations in all 10 regions were part of the policy development process for building consensus toward the proposed approach that will impact livelihood of over 42 % of the population (1.56 mln), those, living in rural areas (IRRF 1.1.1.B).	UNDP succeeded to facilitate a major policy shift around the Vocational Education and Training (VET) system through introducing a Work-Based Learning (WBL) – an effective, EU-tested approach ensuring matching of the labor skills with the job market demand. Consequently, the labor skills mismatch, as the prime reason for unemployment, is expected to reduce over time. The 2017 implementation of WBL system revealed a great interest from both employers, VET colleges and job-seekers in this system and engaged 102 individuals with 100% employment rate, to be further institutionalized in 2018. Furthermore, UNDP has successfully achieved introduction of the Rural Development Approach nationwide, ensuring comprehensive and inclusive support to the most poor and vulnerable in the rural areas. Rural Development, as the most relevant area-based, bottom-up development philosophy in the EU is finding traction in Georgia, solidifying the country's EU aspirations.	<ul style="list-style-type: none"> • UNDP, through the European Neighborhood Programme for Agriculture and Rural Development (ENPARD) (phases 2 and 3) ensured the application of the EU good practices and models for inclusive rural development to support reduction of growing rural/urban divide. • UNPD provided critical support to the implementation of an inter-sectoral action plan for implementation of National Rural Development Strategy funded by Government with the budget of USD 220 million (or GEL 573 million) benefiting more 110,000 rural people, as part of the implementation of the national Rural Development Strategy (2017-2020). • In order to address the multi-dimensional needs of the rural populations, UNDP helped generate integrated socio-economic and environmental assessments for 8 target municipalities. Based on the needs identified, new investments and capacity building schemes will be implemented to create decent jobs
Unemployment rate	15%	12%			
Percentage (self) employment among VET graduates disaggregated by sex, people with disabilities, economic and other vulnerabilities	TBC	10% increase			

			<p>In response to the prevailing unemployment and the skills mismatch problem, UNDP provided significant contribution to the recent shift of the government’s policy towards an essentially new model of skills training system – work-based learning (WBL) CP Ind 2.2.2. This approach incorporates interests of the employers into the training curricula and makes the enterprise-based training as major part of the formal curriculum, thus ensuring better matching of the labor market demand with the skills of job seekers. (IRRF 1.1.2). UNDP successfully piloted the first ever WBL scheme in the country in agriculture sector and generated much interest from private and public sectors to collaborate further and extend the WBL in other sectors. (E. 2.11). “Life-long learning” is yet another revolutionary approach in skills development advocated by UNDP and being gradually taken on board by government. (CP Outp 2.2 IRRF 1.1.2). These all will contribute to further reduction in unemployment, being on a positive trend already, with a 3</p>		<p>in non-farm sector for under-/unemployed youth, people with disabilities, ethnic minorities and other vulnerable groups. In Ajara region, UNDP tested an innovative business development/value chain model to improve the productivity and competitiveness of 88 farmers and SMEs.</p> <ul style="list-style-type: none"> • In 2018, UNDP, through its Vocational Education and Extension Support project funded by the Swiss Development Cooperation Agency (SDC), helped develop a new law on Vocational Education and Training (VET), with the aim of transforming the old VET system into a new market-oriented skills development model. The noteworthy achievement of UNDP is adoption of effective models such as the Work Based Learning, Life Long Learning, student-centered and learning outcome-oriented methods. In addition, through the new law, UNDP facilitated the integration of the VET into existing secondary and higher education systems, thus making the VET a more attractive option for youth seeking technical professions.
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






			percentage point decline to 12 % since 2013		
Outcome 7. Human security and resilience enhanced in conflict-affected communities					
Political stability and absence of violence	30.8%	31%	UNDP's interventions helped the conflict affected communities to enjoy better security and resilience to conflict-induced consequences (UNDAF Outc 7, CP Outp 3.1, 3.2). Both outcome indicators have identified evident progress: Percentile of "Political Stability and Absence of Violence" (Outcome Indicator I) increased from 30.8 (Baseline) to 33.3, far exceeding original expectations (Worldwide Governance Indicators 2015 - E.B.2.2.a-CPR8). Georgia improved the score in peacefulness and ranked 3rd in Russia & Eurasia region (Global Peace Index 2016 - E.B.2.2.a-CPR5). Significant progress was also observed through Outcome Indicator 2 on Coord. Mechanisms between CSOs and Int. Community. UNDP introduced networking meetings and promoted a more sustainable use of the established fora. These included 4 networking and 3 information-sharing meetings between CSOs (E.A.1.2-CPR1); regular meetings of Abkhazia Strategic Partnership	CO continued advocacy for a robust engagement to address the basic needs of conflict affected communities, support confidence building initiatives, strengthen people-to-people contacts and help create conditions conducive to reconciliation. Notwithstanding the ongoing humanitarian needs in Abkhazia, the importance of recovery/development support increases. UNDP continued humanitarian assistance and expanded development activities in Abkhazia through new interventions on rural development, entrepreneurship, vocational education, environment. The enhanced activities benefiting over 10,000 individuals through better livelihood, access to health and education contributed to CPD outcome level progress and enhanced the human security and resilience in conflict-affected communities as evidenced by improved Political Stability/Absence of violence index to 35 %	UNDP Geo plays a key role in delivering assistance while at the same time supporting conflict transformation and peacebuilding. in 2018, UNDP continued humanitarian assistance and expanded development activities through new interventions on rural development, entrepreneurship, business development, vocational education, environment. Being on track to achieve the outcome results, UNDP's interventions in 2018 have contributed to enhancement of human security and resilience in conflict affected communities with evident progress on both indicators of the respective outcome: A) Georgia, in the Worldwide Governance Indicator's ranking under Absence of Violence/Terrorism retained positive dynamics and reached 32.38. (stronger than the baseline figure of 2013 and even higher than the target of 2020). Georgia's percentile ranking was highest in the S. Caucasus region. B) Significant progress was also observed on availability of coordination mechanisms between CSOs and int community:
Availability of mechanisms for coordination between CSOs and international community within conflict affected areas and across dividing lines	Annual networking meetings within the COBERM with representatives of CSOs (both in Tbilisi and Sukhumi). Ad hoc meetings between women's CSOs and representatives of the official peace and conflict prevention processes	Regular coordination mechanisms established and operational			

			<p>and Joint Consultative Forum to support the work of humanitarian and development community in Abkhazia. These all enhanced national mechanism for mediation and consensus building (IRRF 5.6.1.C.1.1)</p> <p>While not yet sustainable, the availability of these fora already present ground-breaking achievement in the context of isolation of Abkhaz and S. Ossetian societies. UNDP will put all efforts to further support sustainability of these dialogue formats including through COBERM project that already reached over 30 CSOs and 26,000 direct beneficiaries across the divides. Regarding external factors, the government’s reconciliatory rhetoric as well as their decision to pursue pragmatic policies vis-à-vis Russia have contributed to stability and peace. The reconciliatory environment had positive impact on UNDP Georgia’s activities in conflict affected areas and is thus helping the Programme to gradually achieve one of its goals</p> <p>- enhancement of human security and resilience in conflict-affected communities</p>		<ul style="list-style-type: none"> - The CO retained the traditional mechanisms (Abkhazia Strategic Partnership, Joint Consultative Forum, Humanitarian Coordination Group) and promoted further operationalization of new platforms such as Civil Resource Center, which in a short period of time has become a go-to space for the CSOs to network, coordinate and socialize; - UNDP’s work on the ground continued to inform the high-level political dialogues such as the Geneva International Discussions (GID); - UN Country Team’s awareness of its operational environment in Abkhazia has been increased through systematic analysis of trends and patterns in political and socio-economic development of breakaway regions. <p>Successful achievement of results was largely reasoned by UNDP’s conflict sensitive positioning in Georgia; working through “Do Not Harm” principle and maintaining strategic partnership with donor community and stakeholders on the ground.</p>
<p>Outcome 8. Communities enjoy greater resilience through enhanced institutional and legislative systems for environment protection, sustainable management of natural resources and disaster risk reduction</p>					

<p>Legislative, institutional and policy frameworks for disaster and climate risk management adopted in line with international standards</p>	<p>NEAP 2 developed, but no DRR or integrated DRR and adaptation strategy and action plan in place</p>	<p>Integrated DRR and adaptation strategy/ action plan in place addressing equity and gender considerations; Legislative and institutional set up defined, including legally binding protocols and division of labour among key national stakeholders</p>	<p>UNDP's engagement in environmental governance centered on institutional strengthening, policy development and transfer of knowledge, all indivisible parts for the fulfillment of country obligations for global conventions and contributing to the progress for both CP Outcome indicators. In 2016, in addition to the EU AA entering into force, Georgia also became member of Energy Community, committing to action in a range of policy areas, including renewables. As a first step, and in line with CP outcome 4, UNDP supported development of a National Biomass Strategy as part of a National Renewable Energy Action Plan – comprehensive roadmap for tapping the renewable energy potential and progress towards greater energy security. Further, number of national strategies /policies were elaborated to adapt and mitigate climate-induced risks -a gender-sensitive National DRR strategy and Action Plan was formally approved; sustainable pasture management plan introduced incentivizing sustained use of pastures, reducing climate</p>	<p>UNDP sustained high-level commitment in the environmental governance through advocacy, policy development, technical assistance, institutional strengthening and transfer of knowledge to promote environmental sustainability. UNDP's support resulted in reinforced climate change policies in urban transport sector; conservation of unique Colchic forests; enhancing its governance mechanisms; and institutionalizing community engagement in protected areas management, bringing dual benefits to environmental protection and local livelihoods in Ajara region with over 1,000 beneficiaries. This successful approach is being further reproduced in other regions.</p>	<ul style="list-style-type: none"> • With UNDP's support to institutional strengthening of environmental agencies, an enabling environment was created for the country to fulfill the global conventions. The web-based national system of Environmental Information and Knowledge Management became operational, allowing to have user friendly access to relevant and substantiated environmental information and data. Also, the Greenhouse Gas Inventory was completed through the second Biennial update report to UNFCCC. • UNDP spearheaded the biodiversity conservation efforts, together with partners such as the national Agency for Protected Areas. As a result, the protected areas coverage increased by 40 percent, or 11, 628 hectares in Ajara region. In addition, the establishment of the Machakheli protected landscape is underway as a result of UNDP support. More than 3,000 households living around protected areas benefited from sustainable livelihoods opportunities such as organic agriculture, eco-tourism, etc. Capacities of local and central authorities to effectively manage the protected areas have also improved, and a comprehensive
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			<p>change impact on eroded pasturelands; Due to the absence of pasture management framework, UNDP kept high-level coordination platform that produced a policy recommendations package. UNDP's technical support created enabling environment for improving legal and institutional frameworks, improving reporting to and ratification of conventions. Georgia's monitoring and data collection capacities, including for GHG emissions also enhanced through technical assistance in preparation of the First Biennial Update Report and 3 national communications to UNFCCC. UNDP's intervention has also been successful in conserving biodiversity of Colchic forests via expansion of Protected Area network in Achara region. These achievements warranted measurable progress for both indicators for the respective CP outcome</p>		<p>biodiversity finance plan was developed, resulting in the increase of the State Budget allocations by USD 270,676 (GEL 720, 000), compared to USD11,280 (GEL30,000) in year 2017.</p> <ul style="list-style-type: none"> • In Batumi city, to reduce carbon intensive urban transport, an integrated Sustainable Urban Mobility Plan was developed and approved by the city council. Further activities were planned to demonstrate the low-carbon development through pilot actions, to be implemented in 2019. • With UNDP and NGO partners' support, Georgia developed the National Renewable Energy Development Action Plan, setting targets for increasing the share of renewable in overall energy mix the use by 2030.
Institutional systems and capacities in place for implementing environmental commitments to international agreements on climate change, biodiversity, land degradation, ozone layer and chemicals	No	Yes			

Annex 8. THEORIES OF CHANGE BY PROGRAMME AREA

LEGEND	
	All circles in the top right corner indicate the SDGs UNDP is contributing to
	Circles in the top right corner framed within a red square indicate SDGs that UNDP is contributing to, but where the contribution was not acknowledged in the UNDP Open database
	Projects whose budget was more than US\$ 1 million
	Projects whose budget was between US\$ 500,000 and US\$ 1 million
	Projects whose budget was less than US\$ 500,000
	UNDP results
	UNDP Results reflected in the CPD
	Challenge in the result chain that requires attention
	Results/areas that require particular attention

