



**United Nations Development Programme**

**Country: Georgia**

**Project Document**

**Project Title** Support to PDO Centres

**UNDAF Outcome(s):** 2. Efficiency and accountability of governance structures at central and local levels strengthened, towards an inclusive and participatory decision-making process

**Expected CP Outcome(s):** 2.4.1. Transitional justice mechanisms and reform processes implemented to support longer term institutional development of the justice sector, with particular emphasis on independence of the judiciary and respect for human rights, including oversight mechanisms  
*(Those linked to the project and extracted from the CPAP)*

**Expected Output(s):** 2.4.3 Competence and capacity of the Public Defender's office increased, including outreach activities in the regions  
*(Those that will result from the project and extracted from the CPAP)*

**Implementing Partner:** Public Defender's Office in Georgia (PDO)

**Responsible Parties:** UNDP Georgia, PDO

**Brief Description**

*This substantive revision reflects continuation of project activities started in 2006, 2007 and will cover 2008. It envisages a revision of the project objectives.*

The overall goal of the project remains the same it aims to further contribute to effective promotion and protection of human rights in Georgia by a fully functional, independent national human rights institution – Public Defender's Office (PDO). The output will be increased overall capacity and expanded geographical outreach of the PDO, as well as improved public awareness on human rights and their protection. The achievement of the output will be ensured through the following major activities: Enhancing PDO monitoring capacities; Assisting the PDO in carrying out its civic education functions; Strengthening Regional Offices/Resource Centres; Supporting the Tolerance Centre within the Public Defender's Office.

The total allocation from UNDP is USD 100,000 while USD 144,453 is the Government allocation as cost-sharing contribution.

Programme Period:	2006-2010
Key Result Area (Strategic Plan):	2.4 Justice and Human Rights
Atlas Award ID:	00012720
Start date:	2006
End Date	2008
PAC Meeting Date	_____
Management Arrangement	NEX

2008 AWP budget:	<u>USD244,453</u>
Total resources required	_____
Total allocated resources:	<u>USD244,453</u>
• Regular	<u>USD100,000</u>
• Other:	
o Government	<u>USD144,453</u>
Unfunded budget:	_____
In-kind Contributions	_____

**Agreed by Implementing Partner:**

Sozar Subari

Public Defender of Georgia

14. iii. 08

**Agreed by UNDP:**

Robert D. Watkins

UNDP Resident Representative

**Date:**

**Date:**

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## I. SITUATION ANALYSIS

The Public Defender's Office as a national human rights institution was established in Georgia in November 1997. The early years of the institution's existence were perceived as quite ineffective. High turnover of PDO staff, lack of institutional sustainability, as well as the low quality of the work led to the inferior level of public credibility towards the institution.

The Public Defender's Office in Georgia has gone through considerable changes during the last two years. The rise in the intensity and quality of the institution's work has become particularly remarkable. Effectiveness of the PDO, as a national human rights institution, has significantly increased due to a number of factors: improved qualification of the staff, better complaints handling capacities, enhanced legal expertise. The PDO has developed more systematic approach towards examining the compliance of the Georgian legislation with international standards. Legislative innovations and changes are analyzed regularly within the institution and relevant recommendations are submitted to the State bodies. The PDO has become active in challenging the constitutionality of legislation. Reports of the Public Defender on Human Rights situation in Georgia (parliamentary reports) are better structured and based on the in-depth legal analysis. Public Defender's recommendations are often followed by State agencies. As a result of the aforementioned, there is a significant increase of the public confidence in the Public Defender and the institution itself. As confirmed by recent opinion polls conducted by Institute of Policy Studies (IPS), the organization is perceived by the Georgian society as independent, competent and credible institution striving for human rights protection. The PDO enjoys continuous support from the international community as well.

Regardless of the aforementioned, the PDO is currently facing a number of challenges that need to be dealt with. The institution needs to be formed as a sustainable organization with appropriate strategy, qualified staff, strong regional network, unified complaints handling system and continuous institutional memory. The PDO needs to intensify its efforts directed at human rights popularization and civic education. In order to maintain current intensity and sustainability of the work aimed at human rights protection and promotion, the PDO still requires active assistance, since "a strong and successful national human rights institution inevitably invites the application of much more rigorous criteria for assessing its activities and sets much higher goals for further improvements."<sup>1</sup> Further capacity building efforts are therefore essential to enable the institution to better streamline its activities aimed at effective oversight of respect for human rights within the country.

Effective accomplishment of its functions by the PDO as a national human rights institution will become one of the main components leading towards realization of the CPAP outcome: "Transitional justice mechanisms and reform processes implemented to support longer term institutional development of the justice sector, with particular emphasis on independence of the judiciary and respect for human rights, including oversight mechanisms, efficiency and accountability of governance structures at central and local levels, towards an inclusive and participatory decision-making process."

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## II. STRATEGY

The UNDP project Capacity Building of the Public Defender's Office in Georgia II, co-funded by the Government of Norway and the Georgian Government, was launched in 2006. Within the framework of the project three Specialized Centres – Legal Centre, Patients' Rights' Centre and Tolerance Centre were established in the PDO. Main objective of the Centres was strengthening of the PDO capacities through providing relevant expertise and transferring knowledge and experience to the PDO staff. Support provided by the Centres during the last two years proved to be one of the most successful components of the project. Consequently, the Legal Centre and the Patients' Rights' Centre have effectively carried out their functions and their expertise was at a large extent integrated within the PDO. As regards the Tolerance Centre, its

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<sup>1</sup> "Improving the efficiency of the Public Defender's Office of Georgia" - recommendations made by Richard Carver and Alexey Korotaev within the framework of the UNDP project "Assessing the effectiveness of National Human Rights Institutions."

scope of expertise is still indispensable for the institution, since protection of national and religious minority rights remains one of the major issues in Georgia and the Public Defender's role is of particular importance in this respect.

Additionally, National Minorities' Council and Religions' Council were established under the Public Defender's auspices. Their aim is to promote tolerant and fair environment for minorities, encourage their civic integration, initiate dialogue and communicate their problems and recommendations to State institutions, inform the Public Defender on particular breaches of minority rights. In 2007 the National Minorities' Council developed recommendations on implementation of the Framework Convention for the Protection of National Minorities. The Religions' Council is currently working on the Social Concept Paper of the Religious Minorities of Georgia. Thus, with the support of the Tolerance Centre the Councils encourage minority participation in the decision making and dialogue processes. The project will further focus on increasing the level of tolerance towards religious and ethnic minorities in Georgia as well as better protection of their rights through conducting regular monitoring visits in regions densely populated by minorities and preparing respective reports, organizing regular meetings with minority representatives, facilitating communication of minority problems and initiatives to the State authorities.

Other types of support envisaged in the project are crucial for the sustainability of the PDO work. The primary focus is made on regional offices to adequately address the local specificity and needs. Regional Resource Centres will serve as focal points for information sharing on human rights related major developments and problems within local civil society. Technical and expert assistance needs to be provided to the PDO for further enhancing the institution's monitoring capacities and ensuring extended geographical outreach in the entire country.

The project will support the PDO through criminal law and medical expertise to enable the organization to provide more comprehensive and professional assessment while carrying out monitoring function. Human rights promotion and civic education are among the primary tasks of the PDO. Particular emphasis should therefore be made on continuing public awareness supporting activities within the framework of the project.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>  SL2.4: transitional justice mechanisms and reform processes implemented towards creating an independent and well-functioning judicial sector, with particular emphasis on respect for human rights.</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>  No of human rights violations considered and addressed by the Public Defender's Office; No of public outreach campaigns conducted.</p> <p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Strengthening accountable and responsive governing institutions</p> <p><b>Partnership Strategy :</b> Partnership will continue between UNDP and the Public Defender's Office and its regional offices</p> <p><b>Project title and ID (ATLAS Award ID):</b> Support to PDO Centres, 00036519 (PDO Capacity Building, 00012720)</p>					
INTENDED OUTPUTS		OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output:</b> Increased overall capacity and expanded geographical outreach of the PDO, as well as improved public awareness on human rights and their protection.</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>• lack of specific medical and criminal law expertise indispensable for effective accomplishment of monitoring functions by the PDO;</li> <li>• need for enhanced protection and promotion of minority rights;</li> <li>• low level of human rights awareness, particularly in regions;</li> </ul>		<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>- Reports of the Public Defender including in-depth analysis of right to health related issues, criminal law/justice, as well as minority rights in Georgia;</li> <li>- Survey on the Human Rights awareness conducted;</li> <li>- At least three roundtable meetings/discussions held in regions;</li> <li>- Six issues of by-monthly magazine "Solidaroba";</li> <li>- Social Concept produced by the Religions Council;</li> </ul>	<p>1 Effective Project Coordination</p> <ul style="list-style-type: none"> <li>▪ Action 1. Co-ordinate day-to day implementation of the Project activities;</li> <li>▪ Action 2. Ensure Financial, HR and Procurement support;</li> <li>▪ Action 3. Monitor project activities and produce relevant reports;</li> </ul>	<p>UNDP PDO</p>	<p>Project Coordination Unit (PCU)</p>

<p>Indicators:</p> <ul style="list-style-type: none"> <li>• Comprehensive Reports of the Public Defender including in-depth analysis of right to health related issues, criminal law/justice, as well as minority rights in Georgia;</li> <li>• No of Recommendations submitted to the authorities;</li> <li>• No of awareness raising activities conducted;</li> </ul> <p>Related CP outcome 2.4.1:          Transitional justice mechanisms and reform processes implemented to support longer term institutional development of the justice sector, with particular emphasis on independence of the judiciary and respect for human rights, including oversight mechanisms</p>	<p>• At least two events held for the International Day for Tolerance.</p>	<p>2 Improved monitoring of Human Rights Protection</p> <ul style="list-style-type: none"> <li>▪ Action 1. Conduct monitoring and produce regular reports for the Public Defender on the protection of right to health (from the perspective of access to the medical services, adequate medical assistance, medical care in penitentiary institutions, humanitarian aid, judicial expertise, medical documentation, insurance policies etc.) in Georgia as a result of monitoring respective policies and institutions;</li> <li>▪ Action 2. Provide regular reports and recommendations to the Public Defender in the field of Criminal Law/Criminal Justice;</li> </ul>	<p>UNDP PDO</p>	<p>Medical Expert Criminal Law Expert</p> <p>Project Coordinator Finance/Administrative Associate</p>
		<p>3 Increased Awareness on Human Rights</p> <ul style="list-style-type: none"> <li>▪ Action 1. Conduct a baseline survey on human rights awareness to enable PDO to better streamline its civic education campaign;</li> <li>▪ Action 2. Conduct promotion campaigns for raising public awareness on populations' rights and/or role of the PDO in their protection through producing and disseminating relevant material;</li> <li>▪ Action 3. Ensure publication of the Public Defender's Parliamentary Report</li> </ul>	<p>UNDP PDO</p>	<p>PCU</p>

	<p>on Human Rights Situation in Georgia;</p> <p>4 Fully Operational Resource Centres in PDO Regional Offices</p> <ul style="list-style-type: none"> <li>▪ Action 1. Establish and equip the Resource Centres in PDO Batumi and Kutaisi regional offices. The Resource Centres will serve as focal points for PDO civic education activities and become forums for civil society discussions/meetings on most problematic human rights issues;</li> <li>▪ Action 2. Organize regional meetings/round tables with participation of representatives from the local administration, State authorities, NGOs, media representatives and independent experts to conduct in-depth analysis of specific human rights issues, new legislative changes, initiatives and other important topics;</li> </ul>	<p>UNDP PDO</p> <p>Project Coordinator Finance/Administrative Associate Resource Centre Facilitators</p>
	<p>5 Enhanced protection and promotion of minority rights</p> <ul style="list-style-type: none"> <li>▪ Action 1. Monitor national and religious minorities' rights throughout Georgia and produce relevant reports;</li> <li>▪ Action 2. Provide support to the activities of the Religions' and National Minorities' Councils;</li> <li>▪ Action 3. Organize events dedicated to the International Day for Tolerance;</li> <li>▪ Action 4. Issue regular magazine "Solidaroba";</li> </ul>	<p>UNDP PDO</p> <p>Project Coordinator Finance/Administrative Associate Tolerance Centre Senior Expert National Minorities' Council Assistant Tolerance Centre Assistant</p> <p>in partnership with: Religions' Council and National Minorities Council</p>



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## **IV. MANAGEMENT ARRANGEMENTS**

The Public Defender's Office will be an implementing partner for this project and will be responsible for producing outputs and use of resources. As such, it will bear the overall accountability for delivering the project in accordance with its applicable regulations, rules, policies and procedures.

The Project Board (PB) convenes at the request of Public Defender's Office or UNDP at least twice a year. The Board's main task is to review the progress made by the project team towards achieving the planned targets, it also reviews and approves the Project Annual Work Plans and substantive Project revisions. The Project Board will be consulted by the Project Manager in order to receive necessary decisions when project management tolerances are (likely to be) exceeded.

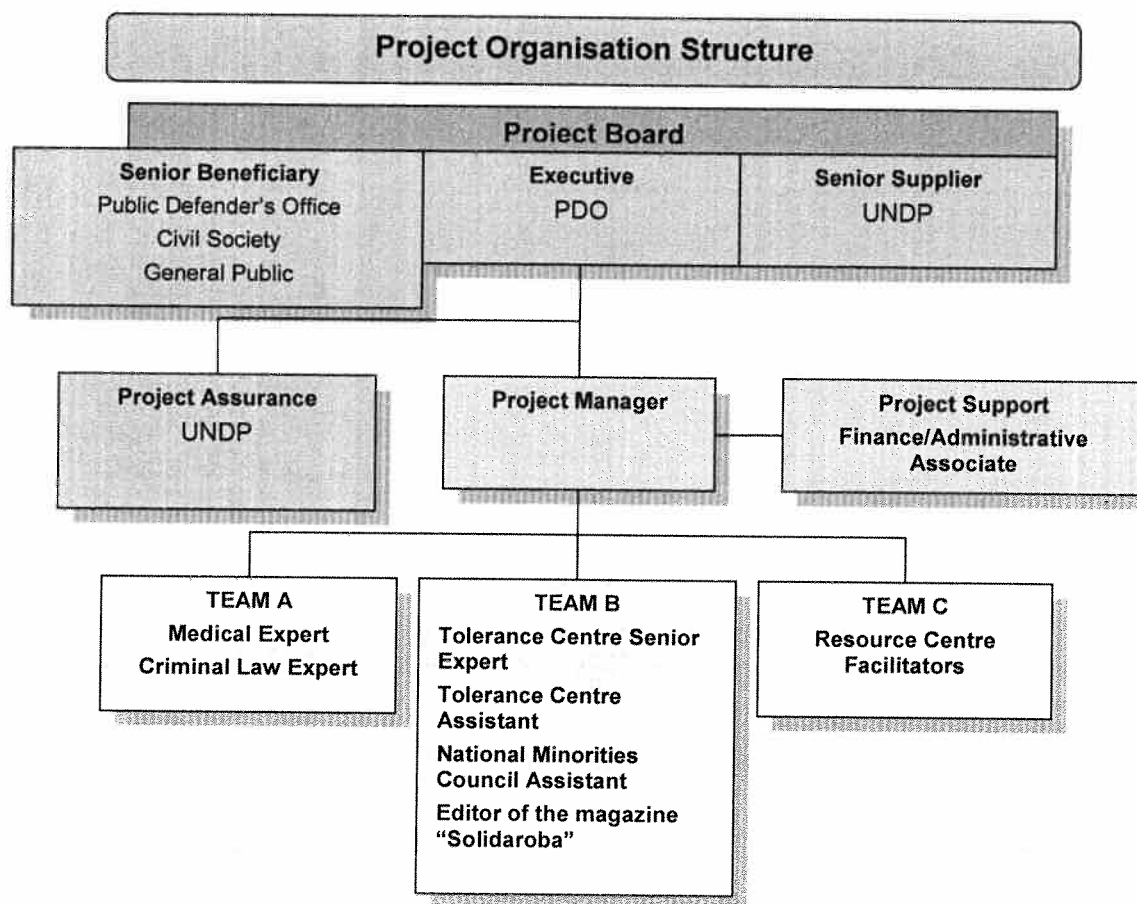
The PB will be composed of representatives of UNDP and the Public Defenders Office. They will hold the roles of Executive and Senior Supplier to provide guidance regarding the technical feasibility of the project, and Senior Beneficiary to ensure the realization of project benefits from the perspective of project beneficiaries. Representatives of the civil society and donors might be invited to attend the PB meetings.

UNDP Programme staff will hold the Project Assurance role to support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed.

UNDP, in consultation with the Public Defender's Office will recruit a Project Manager to be responsible for day-to-day management and decision-making for the project.

The Project Manager will hold the primary responsibility to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and co. The project will recruit experts in specific fields.





### Staffing

- 1 Project Manager: extensive experience of sustainable development, governance, resource mobilization, project management, contacts with relevant donors, etc.
- 3 Experts in specific fields: minority issues, medical issues and criminal law expertise.
- 2 assistants within the Tolerance Centre.
- 2 facilitators for Resource Centres in regions.

The Project Unit will be located in the offices of the Public Defender's Office. Project activities will be managed in close collaboration with the PDO staff carrying out most of the operational tasks, with the support of UNDP project staff, consultants and trainers.

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## V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

### Quality Management for Project Activity Results

<b>OUTPUT 1:</b> Increased overall capacity and expanded geographical outreach of the PDO, as well as improved public awareness on human rights and their protection.		
<b>Activity Result 1</b>	<i>Effective Project Coordination</i>	Start Date: January 2008 End Date: December 2008
<b>Purpose</b>	Effective coordination, implementation and monitoring of project activities.	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Co-ordinate day-to day implementation of the Project activities;</li> <li>▪ Ensure Financial, HR and Procurement support;</li> <li>▪ Monitor project activities and produce relevant reports;</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Outlined targets are met	Performance appraisal of Project Coordination Unit staff Project Final Report	December 2008
<b>Activity Result 2</b>	Improved monitoring of Human Rights Protection	Start Date: January 2008 End Date: December 2008
<b>Purpose</b>	Enhance monitoring expertise of the PDO in particular fields such as right to health and Criminal Law/Criminal Justice.	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Conduct monitoring and produce regular reports for the Public Defender on the protection of right to health (from the perspective of access to the medical services, adequate medical assistance, medical care in penitentiary institutions, humanitarian aid, judicial expertise, medical documentation, insurance policies etc.) in Georgia as a result of monitoring respective policies and institutions</li> <li>▪ Provide regular reports and recommendations to the Public Defender in the field of the Criminal Law and Criminal Justice</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Comprehensiveness and in-depth analysis of the right to health and Criminal Law related issues as parts of the Public Defender's reports and recommendations	Evaluation of the Public Defender's activities through the public opinion polls, international and local reports on human rights situation in Georgia	December 2008
<b>Activity Result 3</b>	Increased Awareness on Human Rights	Start Date: March 2008 End Date: December 2008
<b>Purpose</b>	Public awareness in the field of human rights and their protection mechanisms is strengthened	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Conduct a baseline survey on human rights awareness to enable PDO to better streamline its civic education campaign</li> <li>▪ Conduct promotion campaigns for raising public awareness on populations' rights and/or role of the PDO in their protection through producing relevant material</li> <li>▪ Ensure publication of the Public Defender's Parliamentary Report on Human Rights Situation in Georgia</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>

Specific promotional material printed and disseminated Public Defender's Parliamentary Report published	No of applications submitted to PDO regional offices	December 2008
<b>Activity Result 4</b>	Fully Operational Resource Centres in PDO Regional Offices	Start Date: March 2008 End Date: December 2008
<b>Purpose</b>	Establish Resource Centres in regions to facilitate implementation of PDO civic education activities	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Establish two Regional Resource Centres, which will serve as focal points for PDO civic education activities and become forums for civil society discussions/meetings on most problematic human rights issues</li> <li>▪ Organize regional meetings/round tables with participation of representatives from the local administration, State authorities, NGOs, media representatives and independent experts to conduct in-depth analysis of specific human rights issues, new legislative changes, initiatives and other important topics</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Effective functioning of the Recourse Centres in PDO regional offices	No of meetings held in the Resource Centres Assessment of the roundtable discussions by participants	December 2008
<b>Activity Result 5</b>	Enhanced protection and promotion of minority rights	Start Date: January 2008 End Date: December 2008
<b>Purpose</b>	Facilitate better protection of minority rights through supporting activities of the Tolerance Center	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Monitor national and religious minorities' rights throughout Georgia and produce relevant reports</li> <li>▪ Provide support to the activities of the Religions' and National Minorities' Councils</li> <li>▪ Organize events dedicated to the International Day for Tolerance</li> <li>▪ Issue by-monthly magazine "Solidaroba"</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Six issues of magazine "Solidaroba" produced and disseminated throughout Georgia	Assessment of the magazine by stakeholders	December 2008
Round-tables with participation of Religions and National Minorities' Council and state authorities conducted	Progress reports on the respective round-table meetings	on a quarterly basis
Social Concept of the Religions' Council produced	Religions' Council Social Concept discussed by authorities, civil society and international community	June 2008

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## VI. LEGAL CONTEXT

If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".



ANNEX 1: RISK ANALYSIS

Risks Log

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	<b>Staff turnover within the PDO</b>	organizational	Staff turnover has been a common problem in the PDO during the recent years. Project activities which need to be implemented in close co-operation with the PDO staff may be endangered by high staff turnover.  P = 2	The project staff should co-operate more closely with the senior management to ensure that activities planned are implemented with their consent and therefore will not be subject to substantial changes.	PCU	PCU	January 2008		No change
2	<b>Change of the political and human rights situation in the country</b>	political	2007 November developments proved that changes in political situation may significantly hinder project implementation. On one hand the PDO schedule may change and focus on emergency problems (such as oversight of particular processes occurred in such emergency situations). On the other hand political developments may prioritize particular areas for PDO involvement, resulting in significant workload for the institution.  P = 3	Strong support needs to be provided by the PCU to ensure that the planned activities are implemented even if the PDO involvement is hindered due to unforeseen developments.	PCU	PCU	January 2008		No change

**Special Clauses.** In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. 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 project may be reduced, suspended or terminated by UNDP.
3. 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 project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. 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 endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [ ]above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [3%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
  - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner in line with Annex IV "List of Support Services Provided by UNDP Georgia"
9. 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.
  10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

## **Annex I –ToR Project Manager**





**UNITED NATIONS DEVELOPMENT PROGRAMME  
GENERIC JOB DESCRIPTION**

**I. Position Information**

Job Code Title: **Project Coordinator**  
Classified Grade: SC-NOA  
Supervisor: NPD, PA

**II. ORGANIZATIONAL CONTEXT**

The Public Defender's Office (PDO) as a national human rights institution was established in Georgia in November 1997. The early years of the institution's existence were perceived as quite ineffective. High turnover of PDO staff, lack of institutional sustainability, as well as the low quality of the work led to the inferior level of public credibility towards the institution. The organization has gone through considerable changes during the last two years. The rise in the intensity and quality of the institution's work, as well as the Public Defender's solid critical attitude towards human rights violations by State bodies and officials have become particularly remarkable. However, the PDO is currently facing a number of challenges that need to be dealt with. The institution needs to be formed as a sustainable organization with appropriate strategy, qualified staff, strong regional network, unified complaints handling system and continuous institutional memory. The PDO needs to intensify its efforts directed at human rights popularization and civic education.

Effective accomplishment of its functions by the PDO as a national human rights institution will become one of the main components leading towards realization of the CPAP outcome: "Transitional justice mechanisms and reform processes implemented to support longer term institutional development of the justice sector, with particular emphasis on independence of the judiciary and respect for human rights, including oversight mechanisms, efficiency and accountability of governance structures at central and local levels, towards an inclusive and participatory decision-making process."

Project Coordinator under guidance of the National Project Director and UNDP Programme Analyst will ensure implementation of the project activities in compliance with the Annual Work Plan.

### III. FUNCTIONS / KEY RESULTS EXPECTED

Under overall supervision of the National Project Director and UNDP Programme Analyst the Project Coordinator will lead and coordinate the work of the project.

#### Summary of Key Functions:

- Implementation of project tasks and goals
- Management of the project
- Creation of strategic partnerships
- Facilitation of knowledge building and management

In terms of responsibilities the Project Coordinator:

- a) Within project staff, makes all substantial decisions;
- b) Ensures that responsibilities under contracts and agreements are met including reporting requirements. For this purpose, assigns tasks to other project staff;
- c) Prepares and monitors work plans;
- d) Prepares annual narrative progress reports;
- e) Prepares short quarterly activity reports briefly describing activities implemented, preparations made, meetings attended and developments in the human rights field in Georgia (legislative changes, initiatives by other actors etc)
- f) Holds regular meetings with PDO regarding project progress and developments in PDO;
- g) Maintains contacts with all relevant local and international authorities, structures and organizations regarding project implementation;
- h) Ensures that procurement/HR and other operational parts of the project are carried out in compliance with UNDP rules and regulations;
- i) Plans and organizes capacity-building and thematic seminars, study tours, meetings for and with selected target groups, including preparation of agenda, invitation of participants, identification and recruitment of speakers, trainers and translators/interpreters, etc.;
- j) Leads to the identification of local experts to include in expert roster to be maintained by the project staff;
- k) Performs any other project related tasks.

#### **IV. IMPACT OF RESULTS**

The key results have an impact on the success of country in implementation of transitional justice mechanisms and reform processes to support longer term institutional development of the justice sector, with particular emphasis on independence of the judiciary and respect for human rights, including oversight mechanisms, efficiency and accountability of governance structures at central and local levels, towards an inclusive and participatory decision-making process. In particular, the key results have an impact on increasing overall capacity and expanding geographical outreach of the PDO, as well as improving public awareness on human rights and their protection.

## V. COMPETENCIES

### Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

### Functional Competencies:

#### Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office
- In-depth knowledge on development issues
- Ability to advocate and provide policy advice
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

#### Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioral/ attitudinal change

#### Management and Leadership

- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- BUILDS STRONG RELATIONSHIPS WITH CLIENTS AND EXTERNAL ACTORS
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

## VII. VI. RECRUITMENT QUALIFICATIONS

Education:

Master's Degree or equivalent in Business Administration, Public Administration, Economics, Political Sciences, Social Sciences or related field.

Experience:	2 years of post Master's relevant experience at the national or international level in providing management advisory services, hands-on experience in design, monitoring and evaluation of development projects. Experience in the usage of computers and office software packages, experience in handling of web based management systems.
Language Requirements:	Fluency in the Georgian and English Languages.