

**United Nations Development Program
Country: Georgia**

Project Title: Confidence Building Early Response Mechanism (COBERM)

UNDAF Outcome(s): (Outcome 4): Risk and impact of man-made and natural disasters is reduced.

Expected CP Outcome(s): 4.2 Sustainable livelihoods restored, basic social services provided, multi-sector frameworks and sector-specific programmes designed and implemented.

Expected CP Output(s): 4.2.1 Post-crisis rehabilitation and longer-term recovery assistance is provided through multi-sectoral integrated development projects and aligned with national development framework;

Executing Entity: UNDP

Implementing Agency: Implementing partners will be identified in the course of project implementation, may include NGOs, private companies, UN agencies, central or local authorities

Brief Description

Overall objective of this EU funded initiative is to enhance peace dividends and foster a peaceful transformation of conflicts in Georgia. Specifically it will aim to provide a rapid response mechanism to support confidence building opportunities which seek to prevent and transform conflicts in Georgia.

The project will strive to achieve this objective through identifying and supporting initiatives which enhance stability and security, promote peaceful resolution of political differences and have a demonstrable impact on confidence building in communities affected and/or at risk of conflicts.

The initiative is expected to achieve the following results:


- 1/ Increased direct people-to-people contacts across conflict divides to shatter myths/prejudices and foster the culture of tolerance between and within communities affected and/or at risk of a violent conflict.
- 2/ Local and national peace building initiatives strengthened to provide direct peace dividends to communities affected and/or at risk of a violent conflict.
- 3/ Peace enabling environment enhanced through increased capacities within communities, civil society, media and governments to mediate political differences through peaceful and constructive ways.

Program Period:	<u>2006-2010</u>
Key Result Area (Strategic Plan)	<u>Recovery</u>
Atlas Award ID:	<u>00059786</u>
Atlas output ID:	<u>00074936</u>
Start date:	<u>01-May-2010</u>
End Date:	<u>31-Oct-2011</u>
LPAC Meeting Date:	_____
Management Arrangements:	DIM

Total budget:	<u>4,884,004.88USD</u>
Total allocated resources:	
• Regular	_____
• Other:	
EU	<u>4,884,004.88USD</u>
	<u>(equiv. EUR 4,000,000)</u>
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by UNDP:

Jamie McGoldrick
UNDP Resident Representative

 28/6/2010
Date: _____

I/ Situation Analysis

Human security concerns persist in Georgia. The country remains divided. The lack of trust and mutual respect permeates the society across conflict divides and is manifested in physical and psychological barriers. Although the situation has largely remained calm and open military confrontations have ceased, a potential of relapse into inter-communal violence is high. The areas bordering South Ossetia and Abkhazia have been tense with shootings, kidnappings, improvised explosive devices, booby-traps, and other acts of violence reported regularly. These acts have primarily targeted police and military personnel, but civilians and international observers have been also affected. Perceptions of insecurity have heightened after the departure of the United Nations Observer Mission in Georgia (UNOMIG) and the Organization for Security and Cooperation in Europe (OSCE) in 2009.

Aside from the unresolved Abkhaz and South Ossetian conflicts, a number of internal difficulties in part rooted in larger historical, institutional and geopolitical realities constitute impediments to the consolidation of peace and overall stability in the country. The risk of an internal clash within the government and the society also raises concerns. Faced with the consequences of the August 2008 war and the international economic and financial crisis, Georgia is at a turning point in its transition. One of its most critical tasks will be to build a system of governance and political processes that mediates political differences and holds authorities accountable through peaceful and constructive means.

It will be important for the international community to engage further to support the country during this transition. This engagement must necessarily include dialogue with communities, political forces and civil society cross conflict divides to: a) support opportunities for confidence building through direct people-to-people contacts and b) build an enabling environment within the divided communities to strengthen the respect for the democratic processes as a basis for direct confidence building.

The lack of an early recovery mechanism, which would identify opportunities and support such engagements, has been revealed as a major gap. The existing mechanisms have either not been designed to facilitate such a response or characterized by complex internal organizational processes, they have proven to be cumbersome and slow in translating the ideas from the grassroots into an immediate action.

COBERM is designed to fill the gap. It seeks to provide a rapid early support to confidence building opportunities emerging from the grassroots in an effort to prevent or transform the existing or potential conflicts within and between the divided communities, including in Abkhazia, South Ossetia, cross administrative boundary lines (ABL) and other communities in Georgia. COBERM seeks to complement the ongoing projects/programmes of the UN, EU and other international and national actors.

The project will target the following groups: Local communities (special focus on youth and women), grass roots organizations, local government, academia, official and unofficial opinion formers as well as public figures across conflict divides. Final beneficiaries of the project are local population affected and/or at risk of a violent conflict.

II/ Strategy

COBERM is designed to serve as a strategic and flexible mechanism for providing rapid early support to confidence building opportunities in divided communities of Georgia. Sub-projects facilitating direct people-to-people contacts across the ABL will be prioritized. However, opportunities will be also sought to support the enhancement of an enabling environment within the divided communities.

Confidence building efforts in these communities aims at preventing violent confrontations on the one hand, and at the same time, they seek to trigger a multiplier effect on other communities by demonstrating the willingness, political maturity and capacities of both authorities and communities to address issues through democratic/ non-violent engagement. It will be important, therefore, to engage not only with the communities along the ABL, but to seek confidence building opportunities throughout all segments of the society.

COBERM would be particularly interested in sub-projects that help to: promote culture of tolerance, facilitate dialogue within and between the divided communities including civil society-government contacts (also concerning ethnic minorities within Georgia), address security and safety concerns of marginalized communities, contribute to good governance and media, strengthen community capacities including empowerment of women to play a more prominent role in non-violent conflict resolution; and infrastructure development initiatives (particularly where there may be a positive 'spill over' effect near the ABL).

Responding at an early stage to an issue (or issues) identified as a dividing factor and a potential trigger of a violent confrontation, will reduce the risk and may stimulate a positive impetus in political processes at other levels (Geneva talks or other confidence building initiatives) as well.

COBERM will proactively explore new opportunities. Ideas will be sought from different sources – people on the ground whose lives and livelihoods are directly affected by the existing divisions or are at high risk of a violent conflict. Interventions may be proposed by individuals in the communities or organizations and/or local authorities representing them.

Sub-projects should pay particular attention to engaging with and supporting local stakeholders and activities. They should also seek to reach out to a wider society (including grass roots organizations, local government and academia), official and unofficial opinion formers and public figures. A conflict sensitive approach, which seeks to facilitate and not to jeopardize the peace process, will be at the heart of the initiatives targeted by COBERM.

The "State Strategy on Occupied Territories: Engagement through Cooperation" (hereinafter "the Strategy"), adopted by the Government on January 2010, outlines the way the Georgian government aims to engage with the "authorities in control" and the population in Abkhazia and South Ossetia. Nevertheless, the strategy only provides basic principles and goals, and there is a need now to develop an Action Plan for its implementation. The State Ministry for Reintegration plans to finalize the Action Plan by the summer of 2010.

Priorities and Evaluation Criteria

All ideas for COBERM sub-projects will be reviewed and scored against the pre-set criteria provided below:

Criterion 1: Has a demonstrable impact on confidence building (initiates or enhances direct people-to-people contacts across conflict divides or enhances an enabling environment within divided communities) taking into account the spirit of the Strategy

Criterion 2: Do no harm, Potential negative effect of sub-project intervention

Criterion 3: Targets both sides of a divide

Criterion 4: Direct involvement of beneficiaries in design and implementation of sub-projects

Criterion 5: Estimated cost per beneficiary

The criteria may be amended by the COBERM Steering Committee upon advice of the COBERM Management Team and/or the Evaluation Committee (see COBERM structure and decision making below) to reflect evolving dynamics on the ground. No addendum to the contract will be required to this purpose.

Roster for implementing organisations and agencies

To facilitate the speedy identification of implementing partners and disbursement of funds, at the outset of the programme, UNDP will call for an open Expression of Interest, in which all organizations/institutions will be able to demonstrate their prior involvement in similar activities and their capacities in implementing confidence building/conflict prevention projects. This will serve as a roster sorting potential implementers according to the geographic areas of presence/engagement, mandate and capacities. Potential partners may include: NGOs, private companies or UN agencies.

Members of the Evaluation and Steering Committees will have access to the roster at any time in case they wish to consult the list of suitable organizations/agencies.

Elaboration and selection of sub-projects

Step 1: Seek and collect ideas for confidence building opportunities by COBERM Management Team

COBERM will be proactive in identifying confidence building opportunities. Information about the mechanism will be disseminated widely to encourage ideas from the grassroots – community interlocutors, community-based and international NGOs, UN and other actors. Leaflets, radio calls and web based call for bids will be launched by UNDP at the outset of the project.

Ideas may originate from and be submitted by any individual, organization working with and in the communities affected by conflicts, local or national authorities. The organizations/agencies may include international and national NGOs, EU Delegation and UN agencies.

Ideas will be presented in a standard format for a concept note (developed by the Management Team) to the COBERM Management Team either electronically or hand-written. The concept note will describe the core idea, the intended action and impact on confidence building (level 1 = direct impact on confidence building across conflict lines and level 2 = enabling environment i.e., creating conditions for possible direct impact) including brief explanation to demonstrate why/how actions will lead to the intended impact. COBERM technical coordinators shall be available to provide guidance and assistance in completing the standard concept note format, if necessary.

Step 2: Evaluate ideas according to pre-set criteria: initial screening by COBERM Management Team

The COBERM Management Team will gather all concept notes and translate them into English if necessary.

The Management Team shall conduct an initial screening of all concept notes against pre-set criteria and prepare its recommendations - a draft prioritised/ranked list - for the COBERM Evaluation Committee. In case the Management Team is not in a position to provide well-informed recommendations, it may seek to consult communities or conduct a rapid preliminary feasibility study.

At the initial stage, small budget sub-projects within the range of EUR 5,000 – EUR 50,000 will be prioritized, although the Steering Committee may agree to increase the sub-project size as soon as procedures are properly tested.

For each identified idea, the Management Team will identify a potential implementing partner. The partners may be the organization or agency initiating the idea; an organization and/or agency selected from the COBERM roster (one or several depending on the nature of the sub-project idea), or national or local authority if their direct participation in implementation is perceived to have an additional confidence-building impact. Organisations/agencies selected must have a mandate and adequate capacities to explore the feasibility of an idea, to develop detailed plans and implement sub-projects within a set deadline.

The COBERM Management Team will send all received concept notes with initial evaluation results to the members of the Evaluation Committee at least three working days before the Evaluation Committee meeting (except in duly justifiable situations where urgent action is required.)

Step 3: Evaluate ideas according to pre-set criteria: 2nd screening by COBERM Evaluation Committee

The International Manager calls a meeting of the Evaluation Committee at least once per month or more frequently if the need arises.

The Evaluation Committee examines the list of concept notes prioritised/ranked by the Management Team and amends scores as it deems necessary by consensus.

The Evaluation Committee may request an initiator of an idea to revise or elaborate on a concept note. COBERM technical coordinators will be available to provide technical assistance as necessary.

If a sub-project idea meets the COBERM criteria, the Evaluation Committee will:

- i) confirm a potential implementing partner(s) (this may be the initiator of the idea or an organisation/agency identified from the COBERM roster);
- ii) set a maximum budget available for each sub-project, and
- iii) define a deadline for the presentation of full proposals.

For the implementation of larger scale sub-projects or in case no suitable implementing body is identified from the COBERM roster, the Evaluation Committee may recommend announcing an open tender according to standard UNDP procedures.

Recommendations of the Evaluation Committee will be documented by the COBERM Management Team and approved by the Evaluation Committee members at the end of each meeting. Immediately after the meeting, the International Manager will send by e-mail the recommendations to all members of the COBERM Steering Committee.

Comprehensive meeting minutes will be prepared by the Management Team within five working days after the meeting and approved by the Evaluation Committee members within five working days after the receipt. No feedback shall be interpreted as a tacit approval.

Step 4: Evaluate ideas according to pre-set criteria: approval by COBERM Steering Committee

The Steering Committee will review and approve the recommendations of the Evaluation Committee. The Steering Committee members shall seek to engage all relevant stakeholders and may consult experts to inform their decisions. The decisions of the Steering Committee shall be communicated to the Evaluation Committee within three working days after the receipt of the recommendations of the Evaluation Committee. In urgent cases, the International Manager may request the Steering Committee to revert with its decision as soon as feasible. No feedback shall be interpreted as a tacit approval.

Step 5: Call for Full Sub-Project Proposals

The Management Team requests selected potential implementing partners (confirmed by the Evaluation and Steering Committees) to develop full sub-project proposals for the ideas/concept notes approved by the Steering Committee. The proposals will be submitted by applicants within a deadline set by the Evaluation Committee. Sub-project bids shall include a suggestion on possible spoilers (actors and/or actions), unintended counter-productive or otherwise negative consequences and possible implementing partners. The proposal shall also include a visibility plan.

Step 6: Evaluate sub-project proposals: initial review by the Evaluation Committee

The Evaluation Committee evaluates all received proposals for each approved idea against a set of pre-defined criteria. A transparent and competitive process will be applied to measure strengths, weaknesses, threats and opportunities of each bid. The Evaluation Committee formulates its opinion over each received bid and communicates its recommendations to the COBERM Steering Committee. The Evaluation Committee may recommend funding more than one bid on one sub-project idea provided actions are complementary and shall have an added impact.

Recommendations of the Evaluation Committee will be documented by the COBERM Management Team and approved by the Evaluation Committee members at the end of each meeting. Immediately after the meeting, the International Manager will send by e-mail the recommendations to all members of the COBERM Steering Committee.

Comprehensive meeting minutes will be prepared by the Management Team within five working days after the meeting and approved by the Evaluation Committee members within five working days after the receipt. No feedback shall be interpreted as a tacit approval.

Step 7: Evaluate sub-project proposals: approval by the Steering Committee

The Steering Committee will review and take a final decision on received sub-project proposals upon recommendations of the Evaluation Committee. The Steering Committee members shall seek to engage all relevant stakeholders and may consult experts to inform their decisions. The decisions of the Steering Committee shall be communicated to the Evaluation Committee within three working days after the receipt of the recommendations of the Evaluation Committee. In urgent cases, the International Manager may request the Steering Committee to revert with its decision as soon as feasible. No feedback shall be interpreted as a tacit approval.

Step 8: Formalise contract with implementing agency/organisation by UNDP

UNDP will formalise agreement with the selected implementing body utilizing small scale grants for non-credit activities, suitable procurement contracts granted through standard procurement selection process or other available implementing modalities in line with UNDP programming rules and regulations.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: 4.2 Sustainable livelihoods restored, basic social services provided, multi-sector frameworks and sector-specific programmes designed and implemented.</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: a) dependency on humanitarian assistance among conflict-affected population; b) number of IDPs living in collective centres; c) National plans for assistance of most vulnerable population (yes/no); d) number of people returning to original homes; e) magnitude of development assistance and investments to conflict affected zones; Baseline: a) ongoing food distribution programmes and relief to conflict affected population; b) 120 000 IDPs living in collective centres; c) social assistance programme in place, but not yet launched, however lack of effective developing programmes for IDPs and vulnerable groups; d) 237 000 IDPs; e) app. 1.5 million USD/annually to South Ossetia and app. 4 million to ABK Target: a) Decreased dependency on humanitarian assistance among conflict affected population; b) dignified living standards for vulnerable people and IDPs; c) reduced vulnerability and eradication of extreme poverty; d) conducive environment for voluntary return to place of origin; e) 10 fold increase of development assistance and investments to the conflict areas.</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): 4.2: Recovery</p> <p>Partnership Strategy : Regional authorities, Ministry of regional Development, municipalities, INGOs etc</p> <p>Project title and ID (ATLAS Award ID): COBERM, Award: 59786, Output 74936</p>				
<p>INTENDED OUTPUTS</p>				
<p>Output: Rapid response mechanism established to support confidence building opportunities which seek to prevent and transform conflicts in Georgia.</p> <p>Baseline1.1: A high proportion of community members' samples indicate a lack of trust and confidence between diverse communities. The lack of an early recovery mechanism, which would identify opportunities and provide rapid support to confidence building opportunities. The existing mechanisms have either not been designed to facilitate such a response or characterized by complex internal organizational processes, they have proven to be cumbersome and slow in translating the ideas from the grassroots into an immediate action.</p> <p>Baseline2.1: Myths and prejudices prevail perceptions across community divides manifested in a lack of trust/confidence, limited cross-community interaction and persisting risk of violence.</p> <p>Baseline2.2: Polarized opinions vis-à-vis process for reconciliation; Physical and invisible divides hinder dialogue and prevent peaceful transformation/prevention of conflicts. Violent resolution of disputes remains a high risk.</p> <p>Baseline2.3: Widespread tensions over the sharing of assets and resources fueling conflict between communities</p> <p>Baseline3.1: A high proportion of community members, particularly women, declare not having access to confidence building mechanisms.</p> <p>Baseline3.2: Limited capacity of national INGOs to mediate local</p>	<p>OUTPUT TARGETS FOR (YEARS)</p> <p>Targets 1.1/ At least 10,000 people in 30 communities having direct interaction across conflict areas through grassroots opportunities identified and sub-projects designed/implemented to support direct people-to-people contacts or enhance an enabling environment within the divided communities; 2.1/ The better attitudes and perceptions among the divided communities with more trust and confidence and better community interaction 2.2/ At least 50 various issues/conflict triggers identified and resolved in 30 communities through dialogue/peaceful actions 2.3/ At least 30 municipalities have community initiatives that deliver collaborative livelihoods/access to services. 3.1/ At least 500 community members, particularly women (at least 50%) involved</p>	<p>INDICATIVE ACTIVITIES</p> <p>ACTIVITY 1: COBERM Sub-Projects 1.1/ Disseminate information about the COBERM (leaflets, radio calls & web-based Request for Interest) 1.2/ Evaluate sub-project ideas according to the pre-set criteria 1.3/ Identify potential implementing partners 1.4/ Conduct a follow-up feasibility study of identified ideas and issue a call for full proposals 1.5/ Evaluate sub-project proposals 1.6/ Formalize contracts with implementing agencies and/or organizations 1.7/ Implement sub-projects and monitor their implementation</p> <p>ACTIVITY 2: Management & M&E 2.1/ Establish the COBERM management team (staff recruitment) 2.2 Monitor, evaluate & report</p>	<p>RESP. PARTIES</p> <p>UNDP, Other UN agencies, EUMM, local authorities, Government of Georgia through Ministry of Refugees and Accommodation</p>	<p>INPUTS</p> <p>Activity result 1: 3,947,497 USD GMS: 276,325 USD</p> <p>Total Activity 1: 4,223,822 USD</p> <p>Activity 2: 616,994 USD GMS 43189 USD</p> <p>Total Activity 2: 660,183 USD Grand Total: 4,884,005</p>

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: 4.2 Sustainable livelihoods restored, basic social services provided, multi-sector frameworks and sector-specific programmes designed and implemented.</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Indicator: a) dependency on humanitarian assistance among conflict affected population; b) number of IDPs living in collective centres; c) National plans for assistance of most vulnerable population (yes/no); d) number of people returning to original homes; e) magnitude of Development assistance and investments to conflict affected zones;</p> <p>Baseline: a) ongoing food distribution programmes and relief to conflict affected population; b) 120 000 IDPs living in collective centres; c) social assistance programme in place, but not yet launched, however lack of effective developing programmes for IDPs and vulnerable groups; d) 237 000 IDPs; e) app. 1,5 million USD/ annually to South Ossetia and app. 4 million to ABK</p> <p>Target: a) Decreased dependency on humanitarian assistance among conflict affected population; b) dignified living standards for vulnerable people and IDPs; c) reduced vulnerability and eradication of extreme poverty; d) conducive environment for voluntary return to place of origin; e) 10 fold increase of development assistance and investments to the conflict areas.</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): 4.2:Recovery</p> <p>Partnership Strategy : Regional authorities, Ministry of regional Development, municipalities, NGOs etc</p> <p>Project title and ID (ATLAS Award ID): COBERM, Award: 59786, Output 74936</p>					
<p>INTENDED OUTPUTS</p> <p>level conflict. Persisting lack of professionalism of the media in providing balanced, factually accurate and contextually authentic information while covering crisis situations.</p> <p>Indicator 1.1 1.1/ Number of people and communities having direct interaction across conflict divides</p> <p>Indicator 2.1 2.1/ Changed perceptions and attitudes measured through public surveys/opinion polls</p> <p>Indicator 2.2 2.2/ Number and type of issues/conflict triggers identified and resolved through dialogue/peaceful means</p> <p>Indicator 2.3 2.3/ Improved access to services (through infrastructure development initiatives), which have a demonstrable positive 'spill over' effect near the ABL.</p> <p>Indicator 3.1 3.1/Community capacities particularly the role of women in non-violent conflict resolution increased</p> <p>Indicator 3.2 3.2/ Civil Society and Government contacts; engagement of the civil society and media in decision making process and its capacity to hold authorities accountable through peaceful and constructive means increased</p>	<p>OUTPUT TARGETS FOR (YEARS)</p> <p>in local and confidence building mechanisms/ decision-making</p> <p>3.2/ Capacity of at least 50 national NGOs to mediate local level conflict improved and professionalism of at least 5 media companies in providing balanced, factually accurate and contextually authentic information while covering crisis situations enhanced.</p>	<p>INDICATIVE ACTIVITIES</p>	<p>RESP. PARTIES</p>	<p>INPUTS</p>	

IV. ANNUAL WORK PLAN

Year: 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	Funding	PLANNED BUDGET/USD		
		Q1	Q2	Q3	Q4			Budget Description	Amount	
Rapid response mechanism established to support confidence building opportunities which seek to prevent and transform conflicts in Georgia.	ACTIVITY 1: COBERM Sub-Projects	X	X	X	X	UNDP	EC	72100	Confidence building initiatives	1,578,998.78
		X	X	X	X	UNDP	EC	75100	GMS 7%	110,529.91
		X	X	X	X	UNDP	EC	71400	Coordinator/Tbilisi (Tbilisi) (SB4-Q1)1	16,880.02
		X	X	X	X	UNDP	EC	71400	Coordinator/Abkhazia (Sukhumi) (SB4-Q1)2	16,880.02
		X	X	X	X	UNDP	EC	71400	Coordinator/Shida Kartli & S. Ossetia (Tbilisi) (SB4-Q1)	16,880.02
		X	X	X	X	UNDP	EC	71400	Programme Assistant (Tbilisi) (SB3-Q1)	11,327.93
		X	X	X	X	UNDP	EC	71400	Finance/Admin Assistant (Tbilisi) (SB3-Q1)	11,327.93
		X	X	X	X	UNDP	EC	71400	Driver (Sukhumi) (SB1-Q1)	6,936.07
		X	X	X	X	UNDP	EC	71100	International Programme Manager - P4 (Tbilisi)3	137,814.96
		X	X	X	X	UNDP	EC	71600	Daily Substance Allowance (DSA)4	3,541.72
	X	X	X	X	UNDP	EC	71600	International travel	1,360.81	
	X	X	X	X	UNDP	EC	72200	Purchase or rent of vehicles	4,884.00	
	X	X	X	X	UNDP	EC	72800	Furniture & laptops/6pers,printer,scanner,copier, camera	15,873.02	
	X	X	X	X	UNDP	EC	73400	Vehicle costs (fuel and maintenance)	1,221.00	
	X	X	X	X	UNDP	EC	73100	Office rent (Tbilisi)	8,791.21	
	X	X	X	X	UNDP	EC	72500	Consumables - office supplies	732,600,7326	
	X	X	X	X	UNDP	EC	73100	Other services (tel/fax, electricity/heating, maintenance)	3,907.20	
	X	X	X	X	UNDP	EC	71200	Evaluation costs	9,662.80	
	X	X	X	X	UNDP	EC	74200	Visibility actions	18,315.02	
	X	X	X	X	UNDP	EC	75100	GMS 7%	20,043.54	
TOTAL										1,995,908.56

*The proposed budget is equivalent of 4,000,000Euro calculated according to the official UN ex. rate for Jun-10 amounting to 0.819

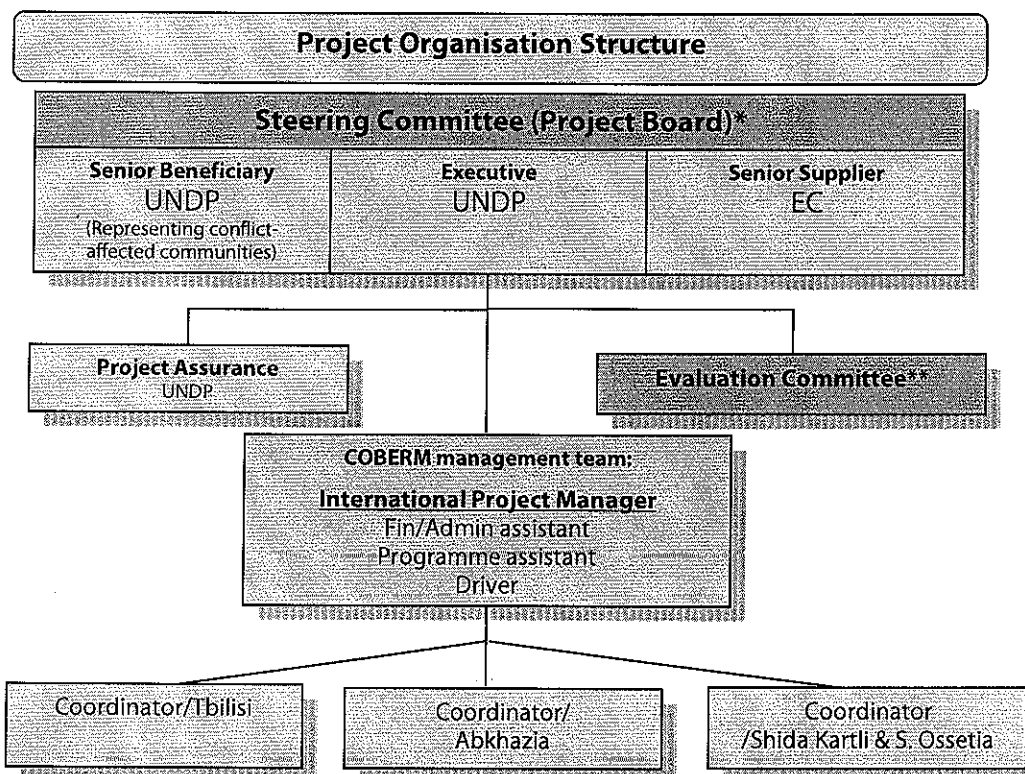
Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	Funding	PLANNED BUDGET/USD	
		Q1	Q2	Q3	Q4			Budget Description	Amount
		Rapid response mechanism established to support confidence building opportunities which seek to prevent and transform conflicts in Georgia.	ACTIVITY 1: COBERM Projects	X	X			X	X
	ACTIVITY 2: Management & M&E	X	X	X	X	EC	75100 GMS 7%	165,794.87	
		X	X	X	X	EC	71400 Coordinator/Tbilisi (Tbilisi) (SB4-Q1)1	21,100.02	
		X	X	X	X	EC	71400 Coordinator/Abkhazia (Sukhumi) (SB4-Q1)2	21,100.02	
		X	X	X	X	EC	71400 Coordinator/Shida Kartli & S. Ossetia (Tbilisi) (SB4-Q1)	21,100.02	
		X	X	X	X	EC	71400 Programme Assistant (Tbilisi) (SB3-Q1)	14,159.91	
		X	X	X	X	EC	71400 Finance/Admin Assistant (Tbilisi) (SB3-Q1)	14,159.91	
		X	X	X	X	EC	71400 Driver (Sukhumi) (SB1-Q1)	8,670.09	
		X	X	X	X	EC	71100 International Programme Manager - P4 (Tbilisi)3	172,268.70	
		X	X	X	X	EC	71600 Daily Substance Allowance (DSA)4	4,427.16	
		X	X	X	X	EC	73400 Vehicle costs (fuel and maintenance)	1,526.25	
		X	X	X	X	EC	73100 Office rent (Tbilisi)	10,989.01	
		X	X	X	X	EC	72500 Consumables - office supplies	915.75	
		X	X	X	X	EC	73100 Other services (tel/fax, electricity/heating, maintenance)	4,884.00	
		X	X	X	X	EC	71200 Evaluation costs	4,831.40	
		X	X	X	X	EC	74200 Visibility actions	30,525.03	
		X	X	X	X	EC	75100 GMS 7%	23,146.01	
TOTAL									2,888,096.32

BUDGET SUMMARY PER YEARS/USD

	2010	2011	TOTAL
EC NET	2,699,155.44	1,865,335.10	4,564,490.55
EC GMS	188,940.88	130,573.46	319,514.34
TOTAL	2,888,096.32	1,995,908.56	4,884,004.88

V. MANAGEMENT ARRANGEMENTS



* UNDP and EC senior representatives; meet as necessary/communicate their decisions electronically within a week after the decisions by the Evaluation Committee; no reply will be considered as consent

**UNDP and EC as voting members; meets regularly on the call of the COBERM manager. Other technical experts from UN, EUMM, EU member states, academia, or civil society representatives, may be invited to inform decisions of the committee

The project will be directly implemented by UNDP (Direct Implementation (DIM) modality), which 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. Funds for COBERM sub-projects will be disbursed through competitive evaluation process using various implementing modalities such as micro-capital grant agreements for non-credit activities, standard procurement process or other available modalities in line with UNDP rules and regulations.

COBERM structure and decision making

The main decision-making body of COBERM is the Steering Committee, which will also serve as a Project Board with UNDP representing executive and senior beneficiary and EC being senior supplier of the project. Its members are the Head of the Delegation of the European Union to Georgia and the Resident Representative of UNDP Georgia (or their appointed delegates) who shall seek to reach consensus on all decisions. The Steering Committee shall seek to engage all relevant stakeholders and may invite external experts as observers or to inform the Committee's decisions. The Steering Committee shall meet at least quarterly, upon a request of one of its members or upon a request of the Evaluation Committee. The Steering Committee may approve recommendations of the Evaluation Committee via email. It will not need to convene to this purpose unless a meeting is deemed necessary by any of the Steering Committee members or the Evaluation Committee. The International Manager (see below) shall be responsible for organizing Steering Committee meetings and shall provide the Committee with all necessary working documents with due time consideration.

The **Evaluation Committee** is a technical body that evaluates sub-project ideas and proposals, and prepares recommendations for the Steering Committee. Its members are the EC Project Manager and the UNDP Crises Prevention and Recovery Team Leader (or their appointed delegates), who shall seek to reach consensus on all matters. The Evaluation Committee may invite external experts, academia and civil society representatives, sub-project applicants or other observers to inform its decisions. The Evaluation Committee shall meet at least once per month to discuss new sub-project ideas, project proposals, revisions to the evaluation criteria or any other matter it has been mandated to deal with by the Steering Committee. The International Manager shall be responsible for organizing Evaluation Committee meetings and shall provide the Committee with all necessary working documents with due time consideration.

The **Management Team** is responsible for the daily management of COBERM. It consists of an International Manager (who can in no case represent UNDP at the Evaluation Committee), three technical coordinators (one of which will be based in Abkhazia), one programme assistant and one administrative assistant. The three technical coordinators shall have expertise in conflict management and governance, civil society development/democratization processes, an in-depth understanding of the political, social and economic development effecting divided communities, and monitoring and evaluation capacity. Additional support will be provided through established UNDP projects and offices in Zugdidi, Sukhumi and Tbilisi. These support staff are not specified in the budget, since they will be funded from other project sources or from the 7 percent administrative costs.

The Management Team will provide secretarial and technical support to the Evaluation and Steering Committees. It will monitor the situation on an ongoing basis to understand the political, social, economic and cultural dynamics in the regions targeted by the programme. The Management Team will advise the Evaluation and Steering Committees on developments and critical issues. Regular field trips will be undertaken to project sites to gauge perceptions from the ground and collect the first hand information. The team will also rely on analysis by other relevant institutions and individuals. Regular consultations will be undertaken with all key stakeholders, including authorities, international and community-based NGOs.

The Management Team will also provide technical support and guidance to implementing partners in order to ensure the project objectives are met. Project progress will be measured against the set indicators and benchmarks, which will be documented and reviewed jointly with relevant partners.

Work Plan

The duration of the project will be 18 months.

Programme year 1													
Activity/month	1	2	3	4	5	6	7	8	9	10	11	12	Impl. body
1/ Establish the COBERM management team (staff recruitment)	xx	xx											UNDP
2/ Disseminate information about the COBERM (leaflets, radio calls & web-based Request for Interest)	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Management Team
3/ Seek and collect ideas for confidence building opportunities	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Management Team
4/ Evaluate ideas according to the pre-set criteria	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Evaluation Committee
5/ Identify potential implementing partners (from a pre-established UNDP roster)	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Management Team
6/ Follow-up feasibility study of identified ideas and issue a call for full proposals		xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Management Team
7/ Evaluate sub-project proposals		xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Eval. Committee
8/ Formalise contracts with implementing agencies and/or organisations			xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	UNDP
9/ Implement sub-projects			xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Impl. partners
10/ Monitor, evaluate & report	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Mangt Team

Programme year 2							
Activity/month	13	14	15	16	17	18	Impl. body
1/ Disseminate information about the COBERM ongoing work (reports, updates)	xx	xx	xx	xx	xx	xx	Mangt Team
2/ Continued monitoring of political, economic and social developments; consultations with stakeholders	xx	xx	xx	xx	xx	xx	Mangt Team
3/ Seek and collect ideas for confidence building opportunities	xx	xx	xx	xx	xx	xx	Mangt Team
4/ Evaluate ideas according to the pre-set criteria	xx	xx	xx	xx	xx	xx	Eval. Committee
5/ Identify potential implementing partners	xx	xx	xx	xx	xx	xx	Mangt Team
6/ Follow-up feasibility study of identified ideas and issue a call for full proposals	xx	xx	xx	xx	xx	xx	Mangt Team
7/ Evaluate sub-project proposals	xx	xx	xx	xx	xx	xx	Eval. Committee
8/ Formalise contracts with implementing agencies and/or organisations	xx	xx	xx	xx	xx	xx	UNDP
9/ Implement sub-projects	xx	xx	xx	xx	xx	xx	Impl. partners
10/ Monitor, evaluate & report	xx	xx	xx	xx	xx	xx	Mangt Team

Sustainability

The project is designed to foster peace and development through enhanced engagement of communities in decisions affecting their lives and livelihoods. This engagement is a prerequisite for success. The participatory approach promoted by COBERM will enhance the sustainability and local ownership of the activities. The ideas originating from the grassroots and the sub-projects developed through an inclusive process will be prioritized.

The mechanism is an attempt to find an innovative approach to a set of very complex issues, which require the continued analysis and review. Lessons emerging will be carefully examined to identify the areas of improvement in the COBERM's working modality, which may be amended to respond to the evolving context.

Essentially, the initiatives supported by COBERM carry an important potential to provide a more comprehensive case study for affective confidence building efforts, which may encourage a wider, more informed discussion on the issues of peace and stability in the country and the region.

VI. 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 (Steering Committee). 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 (Steering Committee) 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.

The three technical coordinators and International Manager will closely monitor the implementation of all approved activities in order to assess the efficiency, effectiveness as well as impact of the supported initiatives and identify lessons learnt. The lessons will inform the subsequent decisions by COBERM and will be shared with other confidence building mechanisms as well to promote cohesive response strategies based on a shared understanding of the issues. The COBERM Management Team will undertake frequent field visits.

If project implementation by partners is found inadequate at any stage of a project, the Management Team may advise the Evaluation Committee to terminate or modify the contract with implementing partners, as deemed necessary.

External evaluation: UNDP will also subcontract an external expert, firm or organisation to provide an outside opinion on effectiveness and efficiency of COBERM as a mechanism to foster peaceful transformation of conflicts in Georgia, criteria applied and impact of its work/decisions.

In order to keep all relevant actors informed about the initiatives financed through COBERM, the Management Team shall prepare monthly (and ad hoc if needed) information notes which shall be posted on the websites of UNDP Georgia and the Delegation of the European Union to Georgia. These notes shall mention financial decisions of COBERM, progress in the implementation and results achieved. All information notes shall be approved by the Steering Committee before they are publicised.

VIII. LEGAL CONTEXT

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 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".

ANNEXES:

ANNEX 1: RISK ANALYSIS

Project Title: COBERM		Award ID: 59786				Date: 15-Apr-2010		
Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1 Change of political climate and/or occurrence of natural hazards	POLITICAL	Programme implications: P=1, I=5	Management response: COBERM management team will provide the ongoing monitoring of the political, social and economic developments within the country and the region; enhanced advocacy for early warning and prevention. Management response: COBERM management team will take proactive measures to mobilize key stakeholders. Information about the mechanism will be disseminated widely to encourage ideas from the grassroots. Leaflets, radio calls and web based call for bids will be launched at the outset of the project. The COBERM management team will proactively seek ideas from and partnerships with all key stakeholders, including community interlocutors, international and grass-roots NGOs. UNDP experts will be actively engaged in supporting partners in identifying and developing confidence building ideas into viable plans.	Project Manager	Nils Christensen	15 April 2010	5	Under control
2 Lack of local engagement		Lack of active and broad engagement of stakeholders (particularly grassroots organisations) and the availability of a balanced range of conflict-sensitive confidence building ideas/projects, which are mutually beneficial and equitable. P=1, I=4	COBERM management team will take proactive measures to mobilize key stakeholders. Information about the mechanism will be disseminated widely to encourage ideas from the grassroots. Leaflets, radio calls and web based call for bids will be launched at the outset of the project. The COBERM management team will proactively seek ideas from and partnerships with all key stakeholders, including community interlocutors, international and grass-roots NGOs. UNDP experts will be actively engaged in supporting partners in identifying and developing confidence building ideas into viable plans.	Project Manager	Nils Christensen	15 April 2010	15 April 2010	Under control
3 Politicization of COBERM		Programme implications: Political interference in the project implementation. P=2, I=4	Management response: Both UNDP and EU have a history of presence and a significant in-house experience and knowledge of the developments in the country, which will be strengthened with additional expertise (technical coordinators with a good understanding of political, social and economic developments). Continued monitoring and consultations with internal and external stakeholders.	Project Manager	Nils Christensen	15 April 2010	15 April 2010	Under control

ANNEX 2: TERMS OF REFERENCE



UNITED NATIONS DEVELOPMENT PROGRAMME GENERIC JOB DESCRIPTION

I. Position Information

Job code title: **Project Manager for Confidence Building Early Response Mechanism (COBERM)**
Post No.
Duty Station: **Tbilisi, Georgia with extensive travel to Abkhazia, Shida Kartli, South Ossetia (if access allowed) and other regions of Georgia**
Pre-classified Grade: **P4**
Contract Type: **FTA**
Duration: **12 months with the possibility of extension (1 Jun-2010 – 31-May-2011)**
Project Reference: **Confidence Building Early Response Mechanism (COBERM)**
Supervisor : **Deputy Resident Representative**
Post Category: **Development Project Funded (DPF) Post**

II. ORGANIZATIONAL CONTEXT

Georgia continues to face multifaceted, complex and interlinked challenges. Human security concerns persist. The lack of trust and mutual respect permeates the society across conflict divides and is manifested in physical and psychological barriers. Although the situation has largely remained calm and open military confrontations have ceased, a potential of relapse into inter-communal violence is high.

Aside from the unresolved Abkhaz and South Ossetian conflicts, a number of internal difficulties in part rooted in larger historical, institutional and geopolitical realities constitute impediments to the consolidation of peace and overall stability in the country. The situation of minorities in Samtske-Javakheti and Kvemo Kartli remains a potential source for social unrest. The risk of tension within the government and the society also raises concerns. Faced with the consequences of the August 2008 war and the international economic and financial crisis, Georgia is at a turning point in its transition. One of its most critical tasks will be to build a system of governance and political processes that mediates political differences and holds authorities accountable through peaceful and constructive means.

It will be important for the international community to engage further to support the country during this transition. This engagement must necessarily include dialogue with communities, political forces and civil society cross conflict divides to: a) support opportunities for confidence building through direct people-to-people contacts and b) build an enabling environment *within* the divided communities to strengthen the respect for the democratic processes as a basis for direct confidence building.

The lack of a mechanism, which would identify opportunities and provide a rapid and early support to such engagements has been revealed a major gap. The existing mechanisms have either not been designed to facilitate such a response or characterized by complex internal organizational processes, they have proven to be cumbersome and slow in translating the ideas from the grassroots into an immediate action. COBERM has been designed to fill the gap.

Overall Purpose:

The overall objective of the COBERM is to foster a prevention and peaceful transformation of conflicts in Georgia via strengthening:

- direct people-to-people contacts across conflict divides to shatter myths/prejudices and foster the culture of tolerance between and within communities affected and/or at risk of a violent conflict.
- local and national peace building initiatives to provide direct peace dividends to communities affected and/or at risk of a violent conflict.
- peace enabling environment enhanced through increased capacities within communities, civil society, media and governments to mediate political differences through peaceful and constructive ways.

COBERM structure comprises three tiers: (1) Steering Committee – the main decision body; (2) Evaluation Committee – a technical body; and (3) COBERM Management Team responsible for daily management of the Mechanism. The Management Team will consist of an International Manager, three technical coordinators, one programme assistant and one finance/administrative assistant. All positions will be advertised.

While recruitment for the positions is ongoing, UNDP Georgia is looking for a temporary solution, a detailed assignment for the duration of one to two months, to assist the country office in launching the mechanism immediately.

III. FUNCTIONS / KEY RESULTS EXPECTED

Under the overall guidance of the UNDP Resident Representative in Georgia and the direct supervision of the Deputy Resident Representative, and in close cooperation with the Assistant Resident Representative and the UNDP Crisis Prevention and Recovery team, the COBERM Project Manager supports Georgia CO in setting up the mechanism and subsequent activities. The COBERM Project Manager will work in close collaboration with relevant UNDP programme and operation staff. Some collaboration is also expected in regard to the donor, the European Union, and potentially with local stakeholders, Government officials, other UN Agencies, UNDP HQ, technical advisors and experts, multi-lateral and bi-lateral donors and civil society to efficiently launch the COBERM. In particular the project manager will be expected to:

1) Manage and oversee the overall implementation of the COBERM:

- Develop and implement relevant campaigns to raise awareness of COBERM and encourage confidence building ideas from the grassroots – community interlocutors, community-based and international NGOs, UN and other actors.
- Proactively seek, collect and evaluate ideas/project bids for confidence building opportunities according to the pre-set criteria.
- Manage the roster of key stakeholders engaged in confidence building and identify potential implementing partners, manage relationships with them, and provide close monitoring and evaluation of their performance according to UNDP's standard procedures.
- Coordinate activities with and provide technical support and guidance, as necessary, to project partners to ensure timely and successful implementation of the project interventions.
- Promote networking and experience sharing between the project stakeholders and target groups.
- Assess the impact of the supported initiatives and identify lessons learned. Promote cohesive response strategies within COBERM and with other confidence building mechanisms.
- Monitor, identify, analyze and report to the COBERM Evaluation and Steering Committees on project achievements, constraints, opportunities and threats.

2) Provide analytic and strategic advice:

- Provide technical assistance and substantive advice to COBERM Evaluation and Steering Committees on the issues related to the mechanism's focus, strategic priorities and working modality.
- Analyze and monitor the emerging developments to gauge perceptions and understand the political, social, economic and cultural dynamics in Abkhazia, South Ossetia and other communities of Georgia, which are perceived to be at risk of a violent conflict.
- Advise the COBERM Evaluation and Steering Committees on developments and critical issues.

3) Perform other relevant management duties:

- Provide guidance, supervision and support to the COBERM management team – project coordinators and admin/support staff. Assess and evaluate their performance.
- Engage with all key stakeholders working in the field of confidence building, good governance and democratization and establish close working relationships with them.
- Proactively seek information, ideas and advice at all levels to gauge accurately the dynamics and inform COBERM decisions.
- Ensuring timely delivery of project outcomes, results and targets, as listed in the project document; ensure proper quality control.
- Ensure scrupulous financial management of project funds.
- Implement the results-based management approach, and all the relevant UNDP rules, regulations, and guidelines.
- Submit periodical reports in all required formats.
- Ensure proper use of project equipment and project resources.
- Ensure visibility of project results, and of all relevant partners, in line with UNDP and EU guidelines.
- Perform other duties as required.

IV. Impact of Results

At the end of the project:

- Increased direct people-to-people contacts across conflict divides to shatter myths/prejudices and foster the culture of tolerance between and within communities affected and/or at risk of a violent conflict.
- Local and national peace building initiatives strengthened to provide direct peace dividends to communities affected and/or at risk of a violent conflict.
- Peace enabling environment enhanced through increased capacities within communities, civil society, media and governments to mediate political differences through peaceful and constructive ways.

V. COMPETENCIES AND CRITICAL SUCCESS FACTORS

Corporate Competencies:

- Demonstrates integrity by modelling 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

Functional Competencies:

- A proven experience and ability to work in challenging development setting and areas affected or suffering from conflicts, including experience in conflict sensitivity and confidence building in the Region and beyond.
- Experience in managing large-scale development projects in post-conflict areas.
- Excellent communication skills, written and oral.
- Ability to lead and motivate staff and build teamwork.
- Ability to plan and prioritize.
- Ability to work under pressure.
- Substantial experience coordinating and working with Government, international organizations, the non-government sector and civil society.
- Sound analytical organizational and project management skills.
- Excellent negotiation and diplomatic skills.
- Full understanding of, and ability to interpret, UNDP policies and procedures.

VI. RECRUITMENT QUALIFICATIONS

Education:	<ul style="list-style-type: none">▪ Advanced university degree in social sciences with focus on conflict prevention/transformation, economics, international relations, political science, development studies or related fields.▪ Strong research and analytical skills.▪ Excellent computer literacy (MS Office; Windows).
Experience:	<ul style="list-style-type: none">▪ At least 7 years' senior project management experience working in confidence building, community-based conflict prevention/transformation and/or recovery.▪ Excellent political/conflict analysis, experience in bilateral and/or multilateral negotiations. Proven experience working in highly political sensitive environment.▪ Negotiating and training/facilitation skills.▪ Previous experience in planning and coordinating operations and development work in the field.▪ Experience with community mobilization and capacity strengthening would be a strong asset.▪ Experience in UNDP- and EU-funded international projects and initiation and management of development projects in conflict areas.▪ Understanding of UNDP and the UN system, including thorough knowledge of its practices and procedures will be a strong asset.▪ Initiative and sound judgment, dedication to the UN principles and demonstrated ability to work harmoniously with persons of different nationalities and cultural backgrounds.▪ Familiarity with the CIS/Southern Caucasus region and solid understanding of the conflict situation highly desirable; previous working experience in the region would be an asset.
Language Requirements:	<ul style="list-style-type: none">▪ Fluency in spoken and written English; knowledge of Russian desirable; knowledge of Georgian an asset