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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
UNDP GEORGIA

Project Title: Supporting Public Administration Reform in Georgia - Phase 2
Project Number: 00127668/output 00121579
Implementing Partner: Administration of Government of Georgia (AoG)
Start Date: 20 May 2021 **End Date:** 31 March 2025 **PAC Meeting date:** 16-Jul-2021

Brief Description

The goal of this project is to enhance the capability of the Government of Georgia to implement its national development agenda through a more effective, professionally trained, unified and independent public administration that delivers public services with greater accountability and responsiveness to citizens' needs. The project objectives are designed to support the Government of Georgia's efforts under three pillars of the Public Administration Reform (PAR): Policy Planning and Coordination, Civil Service Reform and Service Delivery, while ensuring proper contribution from civil society into the PAR process.

The proposed project represents second phase and builds on successes and lessons learned during the first phase of the UNDP's 'Supporting to Public Administration Reform (PAR) in Georgia' project. In this phase the project will transform its focus to supporting already achieved institutional changes, prioritizing the effective, transparent and participatory operation of the policy cycle through a set of targeted interventions and reinforcing Gender and Social Inclusion perspectives in the planned activities.

The project will strive to achieve three outcomes corresponding to each targeted pillar of PAR: Outcome 1: AoG plans and, together with line ministries, routinely implements evidence-based policy cycle, ensuring effective communication and inclusive public participation; Outcome 2: Citizens benefit from professional, inclusive and politically independent civil service and Outcome 3: Citizens benefit from innovative, human-centred and secure public services, delivered based on uniform standards, that ensure transparency, accessibility and inclusion.

The project contributes to:
UNSDCF 2021-2025 Outcome 1/CPD 2021-2025 Outcome 1: By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights', and increased representation and participation of women in decision making
CPD 2021-2025 Output 1.1) Inclusive national and local governance systems have greater resilience and capacities to mainstream gender, ensure evidence-based and participatory policymaking, map and address inequalities and deliver quality services to all.
UNDP Strategic Plan 2018-2021: Outcome 1. Eradicate poverty in all its forms and dimensions/1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions.
Output 00121579: GEN2

Total resources required:		**4,381,121 USD**
Total resources allocated:		
	UNDP TRAC:	**28,460 USD**
	Donor:	**4,352,661 USD** (equivalent of 3,190,500 GBP per UNXRATE for Jan 2021: 0.733)
Unfunded:		0 USD

Agreed by:

UNDP	Implementing Partner
Anna Chernyshova, Resident Representative a.i.	Name: Ilia Darchiashvili Head of Administration of the Government of Georgia
Date: 28-Jul-2021	Date: 12.08.2021

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I. DEVELOPMENT CHALLENGE

The project addresses the development challenge of building Inclusive national and local governance systems to the benefit of citizens, capable of greater resilience and having capacities to mainstream gender, ensure evidence-based and participatory policymaking, map and address inequalities and deliver quality services to all.

The specific goal of this project is to enhance the capability of the Government of Georgia (GoG) to implement its national development agenda through a more effective, professionally trained, unified and independent public administration that delivers public services with greater accountability and responsiveness to citizens' needs.

The project objectives are designed to support the GoG efforts under three pillars of Public Administration Reform: Policy Planning and Coordination, Civil Service Reform and Service Delivery, while ensuring proper contribution from civil society into the PAR process.

The proposed project builds on successes and lessons learned during the previous iteration of the UNDP's 'Supporting Public Administration Reform (PAR) in Georgia' project (hereinafter referred to as PAR project) and transforms its focus to supporting already achieved institutional changes, prioritizing the effective, transparent and participatory operation of the policy cycle through a set of targeted interventions and reinforcing Gender and Social Inclusion perspectives in the planned interventions.

Georgia's transition to a parliamentary system of governance has been accompanied by a reform of the government administration. The reform is domestically led and is based on previous successes, as well as a series of recommendations produced jointly by the EU and the Organisation for Economic Co-operation and Development (OECD) through their "Support for Improvement in Governance and Management" initiative.[1]

The intervention of the UNDP in support of the Public Administration Reform during the past four years has been designed to further the objectives of the Public Administration Reform (PAR) Roadmap 2020. The collaborative partnerships with the government, non-state stakeholders and international partners, forged during the implementation, coupled with internal and external evaluations of the PAR Project activities allow to identify key challenges and shape this proposal around some key outstanding issues.

The Roadmap contained ambitious objectives but often provided insufficiently detailed paths to achieving them – well known in the development field as the "missing middle" problem. E.g. the initial ambitious plan to develop a completely new Civil Service School, modelled after France's ENA was finally abandoned, but only after initial efforts caused considerable dispersion of time.

The Government of Georgia has adopted a number of measures to ensure gender equality and greater participation of women in public, political, economic and social spheres. Nevertheless, processes such as policy planning, budgeting and implementation often lack gender perspective. The PAR Roadmap 2020 also lacked the recognition of impacts and influences of gender and social inclusion on creating a representative and responsive public governance system. Consequently, gender and social inclusion dimension across the pillars of public administration reform was insufficiently represented.

In other areas, the project correctly identified the core problem and designed reasonable remedies, but the assumptions about the absorption capacity of the counterparts have proven incorrect. For example, at the outset of the project it hoped to provide peer support to the Head of AoG in the field of "change management", to guarantee proper leadership of the whole PAR process. However, the Head of AoG did not have sufficient time, resources and capacity to receive peer advice. This was further complicated by relatively frequent personal changes on this post (five Heads of AoG serving under three Prime Ministers in four years).

[1] http://www.rai-see.org/anti-corruption-monitoring/242-support-for-improvement-in-governance-and-management-sigma.html

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In practice, instilling the "change management mentality" - an understanding, that the required change needs broad coordination and engagement of all actors, including political leadership and civil servants, building of their readiness, and motivating their willingness to engage in reforms - has proven to be an iterative, rather than linear process. The PAR project supported its partners as they focused on necessary reforms in particular fields, while providing the space for the collaborative analysis of the successes and shortfalls and for charting the way forward.

The key challenge for the upcoming period is to maintain the momentum of transformation under individual pillars, while linking up various reforms that were already carried out, into a common thread of effective, people-centred, inclusive, and innovative public administration system.

This proposal is designed having in mind the objective of solidifying the achievements of the past reforms, and setting in motion a self-sustainable, professional and inclusive system of public administration, capable of channelling the participatory policy process; ensuring the readiness of the elected officials for decision-making, based on the principles and the spirit of the Georgian Constitution; and delivering services to all citizens. The rationale for this intervention is based on the assumption that good progress that has been made requires complementary, policy- and management-level support to transform the organizational culture. This assumption is grounded on comprehensive analysis of the capacities of the government agencies, assessments solicited from the stakeholders and the comparative analysis of other interventions by the development partners. All of the projected outcomes and outputs have been based on requests and discussions with the partner agencies.

II. STRATEGY

The expected project impact contributes directly to the overall UN Partnership for Sustainable Development priority, which is translated directly into the UNDP Country Priority Document (CPD), which foresees that *by 2025, all people in Georgia enjoy good governance, open, resilient and accountable institutions, rule of law, equal access to justice, human rights, and increased representation and participation of women in decision-making.* The project namely contributes to CPD output 1.1: Inclusive national and local governance systems have greater resilience and capacities to mainstream gender, ensure evidence-based and participatory policymaking, map and address inequalities and deliver quality services to all. The project also contributes to Georgia's nationalized Sustainable Development Goals (SDGs) - particularly SDG 16 on Peace, Justice and Strong Institutions. SDG 5 on Gender Equality and Women's Empowerment, SDG 10 on Reduced Inequalities and SDG 17 on Partnerships for the Goals will be also contributed to by the project indirectly.

The targeted outcome (goal) of the project is equally aligned with the broader UKAID/GGF outcome: Technical Assistance catalyses further investment in reform, including civil society engagement in such reform, by leveraging wider resource, influencing policy and encouraging increased commitment to sustainable reform.

The **Theory of Change** articulated for the first stage of the PAR project assumed that overall goals were achievable through series of interrelated changes, namely: in the ability of the AoG leadership to develop a vision and communicate strategically; in the quality of civil servants' training; in the degree to which civil servants can resist arbitrary pressure; in the capacity of the government to plan and deliver innovative, quality-controlled services in a consistent and sustainable manner.

Results framework developed at the initial stage of the PAR project closely followed the theory of change logic and aimed at higher-level, more ambitious results. The fluctuating degrees of the government engagement in overall reform and its specific areas, as well as changes in implementation context led to revision of the original results framework, with the UK GGF support, in 2019. The revision was done in two main directions: (1) the format and the structure were adapted to assign realistic results to impact, outcome and output levels and (2) the levels of achievements in each area were assessed to adapt the respective indicators and reframe the

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outputs and outcomes accordingly, to better reflect the ongoing project activities and overall feasibility.

Some of the outputs included in the initial results framework of the project were reframed to ensure that the supported changes were attributable to the project's interventions. Five indicators were discontinued, as they were no longer linked with project activities, and several were reframed to make them more accurately measurable.

The identified **key issue** to be addressed in the following phase of the PAR project is that the Georgia's public administration system still does not effectively coordinate efficient, transparent, and participatory policy cycle and services, being constrained by the insufficient capability of the cabinet-level bodies to provide overall leadership and oversight, as well as still limited delegation of responsibilities to civil servants, who are insufficiently protected from undue influence and require continued support in professional development.

The new **Theory of Change** for the PAR project phase 2 can be framed based on this experience as follows:

> *IF the government has tools for assuming stronger leadership and ownership of the previously adopted changes in public administration, IF the professional independence and delegation of responsibilities to civil service are better guaranteed, and IF the civil servants benefit from training, framed around the objectives of the line ministries/agencies, THEN an inclusive, responsive and accountable policy cycle and service delivery will emerge as integrating elements of the entire public administration.*

The ability of the project to reach its stated objectives, as well as the broader ability of the GoG to succeed in implementing the PAR rests on several key **Assumptions**:

- Successive governments retain the political will to implement PAR objectives and dedicate time and resources to implementing necessary activities.
- The legislative, policy and institutional basis is sufficient to guarantee independence of the civil service.
- Economic conditions are sufficient to sustain civil service, and should these not be the case, resource adjustments can take place while keeping in mind the strategic objectives and core values of the PAR documents.
- Government, legislature and watchdogs continue to guarantee accountability of civil service, without interference of its core functions; administrative practices and procedures are reformed in a way that ensures internal chain accountability and transparency.
- Citizens and civil society have tools and institutionalized avenues to serve as effective watchdogs and contribute to transparency and accountability of the civil service.
- Amendments (Article 11) introduced to the Constitution of Georgia stipulates new constitutional guarantees for substantive gender equality that shifts the emphasis towards combating structural inequalities and taking affirmative actions for achieving gender equality and greater participation of women in public, political, economic and social spheres.

Recent amendments in the Constitution of Georgia mandates the State to create special conditions for people with disabilities to exercise their social, cultural and economic rights.

Lessons learned

There are several key lessons that were learned by the project team. They stem from the mentioned theoretical, policy and technical challenges that the project has encountered. These

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lessons have led to adaptations during the implementation of the initial phase and have been internalized within our proposal for the second phase. Some of these lessons are:

- **Lesson 1: Stay engaged with counterparts at both policy and operational levels:** The assumptions made when designing the theory of change – for example availability of human resources, political will to change, assumptions made about necessary qualification of civil servants – may change with political or personnel changes, requiring corrective intervention. The implementation context analysis must draw on communication/signals from both senior policy staff and the implementation-level civil servants to continuously check, whether the assumptions hold true.
    - **Example(s):** Cabinet abruptly changing its approach to designing civil servant education system; Head of AoG not lacking absorption capacity for mentoring; Changes to the capacity of PSDA and DGA to implement new projects.
    - **Corrective action incorporated in the second phase of the project:** The second iteration of the project will work both at the policy level and in the select ministries, so that the tangible, far-reaching results are achieved and can be duplicated. Implementation context analysis will be incorporated into Project Board discussions.

  Lesson 2: Reform is a learning process: The project is results-oriented, however, since many of the PAR reforms create innovative processes that decision-makers and civil servants never experienced before, they go through the learning curve of rejection, questioning, adaptation, and adoption, ideally leading to the discussion about further required reforms. Approximation with the principles of the European Administrative Space often requires from the counterparts to go beyond the horizon of what is practically conceivable today. To attain that ambitious objective, they require support in exploring, testing and co-designing the Georgia-specific solutions. Consequently, not all actions by the project staff can be linked to specific outcomes, but they are linked to the outputs through process indicators.
    - **Example(s):** Performance evaluation process implemented with support of the project experts in several agencies led to exploration of the need for setting departmental and agency-level objectives and targets. These were supported through on-demand projects. Now, the need for setting the targets has been internalized and further activities are planned. In a second example, the alternative dispute resolution (ADR) mechanisms were considered necessary, but not feasible by the counterparts. Commissioned studies about the variety of ADR mechanisms in select European countries and the in-depth analysis of the local context, revealing increased demand for ADR methods in the civil service (73% of respondents would like to resolve their disputes through alternative methods, as opposed to 23% who would still submit their complaint to the court[2]), led to re-evaluation by the CSB which expressed readiness to proceed with the introduction of mediation or other forms of ADR and linked up with the Georgia's Mediators Association.
    - **Corrective action incorporated in the second phase of the project:** This project puts an accent on promoting learning in civil service, so that this iterative process of learning and adaptation through testing innovative approaches is institutionalized. Also, the project will proceed with creating favourable conditions for introducing ADR in civil service that emerged out of such learning process.

[2] Research on "Perceptions of Civil Servants towards Prevention and Management of Disputes in Civil Service", Giorgi Urchukhishvili, 2020

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- **Lesson 3: Civil society input is most useful when it is integral to reforms:** Initially, the project took two-pronged approach to civil society engagement in PAR. One was to interest more CSOs in this reform and to build their capacity to effectively engage in supporting it. Another was to concurrently encourage research and policy analysis under the pertinent PAR pillars. The project team found, that CSO engagement had most impact, when it was dovetailing with specific element of reforms being tested or implemented by the government agencies, rather than existing in isolation from them. In the meantime, the capacity of several CSOs is sufficient for institutional partnership with government and the engaged international agencies.
    - **Example:** At the end of the first phase of the project, the UNDP PAR discontinued open applications from CSOs, focusing instead on topical requests for proposals in areas, where our counterparts required research or other support. For example, one of the leading academic institutions prepared a policy paper on the function and operation of senior civil servants, thus supporting internal consultations at CSB concerning the feasibility of introducing this position.
    - **Corrective action incorporated in the second phase:** This proposal no longer contains a stand-alone, cross-cutting element of CSO support. Instead, targeted interventions of CSOs will be encouraged under specific pillars for the effective implementation of specific outputs. To attract the best possible expertise, the Requests for Proposals may still be announced, but targeting relatively narrowly defined results, defined in consultation with the key partner agencies.

- **Lesson 4: All activities must align and be grouped under the pre-planned outcomes and outputs:** The project inherited and used the tool of on-demand (emerging needs) projects to respond to unforeseen needs. While this tool provided high flexibility, the considerations of more targeted utilization of resources remain, especially given the relatively reduced overall budget of UNDP PAR Phase 2, suggesting the need for seeking higher degree of efficiency.
    - **Example:** The experience has shown that the most successful on-demand projects – such as, for example, the implementation of electronic apostille service by the Public Service Development Agency – could have easily been considered under the existing outcome/output. In this way, flexibility can be maintained while increasing predictability – for the counterparts, project staff and the donor agency.
    - **Corrective action incorporated in the second phase:** This proposal does not set benchmarks for having a certain number of on-demand projects. Instead, additional effort was made to consult the counterparts and to frame the outcome broadly, while setting the outputs and indicators in a way that allow for flexibility in planning activities. The UKAID/GGF and/or the Project Board will be consulted if the request for the new activity not directly falling under the existing outcome/output is filed by a counterpart, and necessary adjustments will be made under respective annual workplans.

The key challenge for the upcoming period is to maintain the momentum of transformation under individual pillars, while linking up various reforms that were already carried out, into a common thread of effective, people-centred, inclusive, and innovative public administration system.

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Approach and Strategy

The overall expected project **impact** is that

Citizens expectations for voice, accountability and better public service are met by independent and professional administration ensuring the effective coordination of the policy cycle, including citizen engagement at each of the stages.

The key indicators for gauging the progress towards this outcome would include the degree to which the policy documents and services are developed with effective public participation in mind, the degree to which the administration effectively coordinates policy inputs from the line ministries/agencies, the regularity and predictability of the monitoring cycles (including the role of external oversight), and the degree of further progress in professionalizing the civil service – in terms of education, delegated responsibility, accountability and political independence. Apart from policy cycle, particular attention will be paid to enhancing the quality and consistency of services across the board, their accessibility, the level of satisfaction of citizens with public services, and the degree to which they are engaged in improving them. These indicators will be refined further in the project logical framework.

The analysis of the PAR process achievements and challenges leads to believe that the achievements of PAR, albeit significant, remain vulnerable. The regulatory changes and novel approaches in some areas of managing civil service has not yet transformed into the sustainable change in organizational culture, which would ensure more effective administration, more responsive to citizens' concerns and needs. This understanding will be the guiding principle for the future program.

The key operational assumption is, that to achieve the change in organizational culture, the political will must dovetail with the administrative readiness to implement changes and the availability of mechanisms and channels for public participation. The practical implication for the project is that it must seek to create processes that would integrate already implemented reforms with one another and link them up with the political process and with the citizenry. To ensure the continuity of efforts, it is proposed that the policy cycle (planning, modalities of and capacities for execution, internal and external accountability, monitoring and evaluation) and the service delivery are foreseen as two such integrating pillars.

III. RESULTS AND PARTNERSHIPS

UNDP's PAR project has been addressing a complementary, but distinct set of specific, predetermined needs in three crucial areas – 1) Policy Planning and Coordination; 2) Civil Service and Human Resource Management and 3) Public Service Delivery. In all these areas, the project's engagement will continue, while the measures will be taken to synchronize the interventions with the new PAR strategy. Compared to its previous iteration, the project will be more focused on creating effective processes that give real-life, operational meaning to the new laws and rules.

The project has three outcomes corresponding to each targeted pillar of PAR (1) Policy Planning and Coordination; 2) Civil Service and Human Resource Management and 3) Public Service Delivery) : *Outcome 1: AoG plans and, together with line ministries, routinely implements evidence-based policy cycle, ensuring effective communication and inclusive public participation; Outcome 2: Citizens benefit from professional, inclusive and politically independent civil service and Outcome 3: Citizens benefit from innovative, human-centred and secure public services, delivered based on uniform standards, that ensure transparency, accessibility and inclusion.* Each outcome is described in more details below.

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A. POLICY PLANNING AND COORDINATION

Outcome 1: AoG plans and, together with line ministries, routinely implements evidence-based policy cycle, ensuring effective communication and inclusive public participation.

This outcome will be achieved through the following outputs:

1.1/ The target line ministries have strengthened human resources for evidence-based policy planning, implementation and monitoring, including increased capabilities to apply gender-lens in policy making cycle and exercise good practices responsive to the needs/constraints of women and socially vulnerable groups

1.2/ Target line ministries have the technical resources and procedures for performing evidence-based policy analysis that accommodates GESI contexts, ensures regular collection and use of sex disaggregated data and AoG has tools for synthesizing policy inputs for preparing the cabinet decisions and for reporting against national strategic objectives

1.3/ Collaboration mechanisms and methods are in place for enhancing communication and improving public participation in policy development, in which AoG and non-state actors (CSOs, professional associations, academia) play an institutional role. Public participation explicitly aims to be representative of existing societal fabric (gender, age, ethnicity, geography, disabilities, and other vulnerabilities)

Under policy planning and coordination dimension the new whole-of-government methodology for the policy process is now enacted. It sets the methodological basis for development of the strategic documents and is compliant with OECD/SIGMA guidelines. 291 civil servants have been trained at the AoG and in the line ministries to be able to oversee the shaping of the relevant strategies, in compliance with the recently adopted regulation.

However, before participatory, evidence-based policy making becomes the routine reality of governance, several challenges stand out.

Firstly, instead of being embedded as a separate professional duty of the dedicated departments/officers that were already trained, **policy development skills shall be streamlined** as one of the core competencies within the line ministries. This would build the capacity for structuring the ministries/agencies work around the policy cycle that is both evidence-based and participatory. *Indicative activities may include making the existing policy training course obligatory for all relevant staff outside so-called policy units; development of the online training manual/e-course; use of the already trained civil servants as points-of-contact for cascade training.*

Secondly, **civil service shall have the practical skills and procedures for conducting evidence-based policymaking**: collecting of the quantitative and qualitative data and aggregating it in a way that can feed into the policy process. *Indicative activities may include creating internal standard operating procedures in target ministries enabling effective policy making; assessment of the data collection routines in select ministries, development of typical data collection checklists for the policy process etc.*

Thirdly, the collection of evidentiary bases (data, public participation outputs) will only be useful if there is a **cabinet-level demand for evidence shaping deliberations and decisions**. One of the traditional ways to create such demand is through standardizing the process through which the decision file for the Cabinet deliberations is drafted by the civil service. Additionally, this may include elements of internal reporting, especially concerning the achievement of the policy and strategic objectives by the line ministries, as foreseen by the Government Program 2021-2024. *Indicative activities may include a study of the best practices and procedures of select countries, including online cabinet file development procedures that allow the civil servants to clear the potential decisions with their colleagues from other ministries/agencies and to signal or resolve potential conflicts.*

Finally, **enhancing public participation in policy development** requires specific efforts, especially in the context of EU Association Agenda and in line with the Open Governance Partnership (OGP) ‘effective participation’ principle, and in line with Georgia’s nationalized SDG 16

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target (responsive, inclusive, participatory and representative decision-making at all levels). One of the elements for ensuring the public awareness of the reform process and its benefits shall be the implementation of the PAR Communication Strategy developed with PAR Project's support. Particular attention, in terms of improved communication, according to 2021-2024 Government Program, will be paid to reporting to the public concerning the policy implementation and the achieved impact. More crucially, while the new policy guidelines make public consultation obligatory, specific and creative ways shall be found that would channel public input into policy process, while keeping it efficient and practicable. There is an extensive field of synergies with watchdogs, professional associations, community-based organizations, academia, etc. *Indicative activities may include enforcement of guidelines for shaping the public participation process at the planning, implementation, and monitoring phases of the strategy, including by creating standing mechanisms and making the best use of online technologies.*

The national partners responsible for achieving the outcomes of the project have been identified based on the experience of the previous phase of the project. The targets defined under the outcome 1 will be achieved through partnerships with responsible parties: CSO WeResearch and other partners as identified throughout the lifecycle of the project.

To encourage and support initiatives from civil society and academia that contribute to the implementation of PAR, the project will announce CSO and academia grant contests on an annual basis throughout the project lifetime. The purpose of the CSO and academia grant contest will be to facilitate research and analysis in the Public Administration Reform and contribute to effective and timely implementation of the PAR as well as the advancement of evidence-based policymaking in the country. The grants component of the project will also aim at building the capacities of CSOs and academia in Public Administration field to ensure their increased engagement in the PAR implementation, monitoring and evaluation.

> **GESI component**: Project interventions will aim to increase the capacity of the ministries and help develop sustainable tools to enforce policies/strategies that reflect gender aspect and are responsive to social inclusion considerations. *Indicative activities may include introduction of consistent mechanisms to facilitate integration of gender and social inclusion analysis, including gender impact assessments (GIAs) in the development of Government policies as well as their monitoring and evaluation; adoption of good practices and standards for sex-disaggregated data collection and analysis; design of special measures to ensure meaningful and safe participation, and advocacy; development of guidelines on the composition of consultation groups and criteria to ensure inclusivity of the participants in the public consultations stage of the policy cycle.*

B. CIVIL SERVICE REFORM

Outcome 2: Citizens benefit from professional, inclusive and politically independent civil service

This outcome will be achieved through the following outputs:

> 2.1/ Target line ministries are equipped with tools and knowledge to implement performance management cycle, including long and medium-term planning, development of individual targets, performance evaluation against these targets and the relevant context-specific professional development processes for achieving representative civil service and expanding agency of women in decision-making.
>
> 2.2/ CSB and target line ministries/agencies have mechanisms in place to foster career development, individual and organizational learning - equally accessible for all, reflecting gender equality and human rights issues.
>
> 2.3/ Civil servants in target line ministries can promptly and expediently resolve work-related disputes through established non-litigious and counter-discrimination mechanisms.
>
> 2.4/ Civil servants in target line ministries have tools developed jointly with non-state actors to enforce and monitor principles of responsibility, integrity, and accountability.

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In civil service reform, crucial legislative changes have transformed the principles by which the civil service shall be managed, but the implementation remains fragmentary. Various components such as career development, training, performance evaluation need to link up with one another and form a new management process, which will transform the organizational culture.

To achieve this objective, organizationally the project will continue to partner with the Civil Service Bureau (CSB) in further interpreting and supporting the unified approach to application of the regulatory and policy framework, and also in **fostering accountability** across public agencies. The clarification of the lines of reporting and authority will be relevant in developing more precise standards for setting up and operation of the Legal Entities of the Public Law (LEPLs), which are quasi-governmental agencies habitually charged with providing services to citizens and to other government agencies. Development of these standards is also foreseen by the Government Program 2021-2024.

However, the project will also reach to the individual line ministries in a bid to **contribute to instituting a performance management cycle**, which would include already implemented performance evaluation procedures, but would further link up with enhanced organizational/departmental planning and professional development/training elements. Establishment of this mechanism would help finalize the transfer of the ownership of this process to the national counterparts. *Indicative activities in this sense may include work with select ministries to co-create medium-term plans alongside the annual action plans at the organizational/departmental level, which would dovetail with the budgetary process and set the objectives against which the individual performance is measured. These plans shall also be linked to specific targets for the managers and civil servants, measure performance against those targets and devise professional development plans accordingly. Upon several pilots, CSB may issue an advisory guideline.*

The PAR Project has been supporting the Government of Georgia in creation of a unified learning policy. In the second phase of the project, these efforts would further facilitate **continuous learning**, development of civil servant learning paths in particular areas and also exploration of **organizational learning** in public agencies. *Indicative activities may include development of the capacity of AoG, CSB and line ministries to assess the human resources data; identify trends in learning of civil service and analyse future workforce scenarios; implement policy initiatives to foster continuous individual and organizational learning, as well as make various training, development and learning opportunities available including through e-learning.*

Crucially, the **regulatory and procedural measures systemically protecting civil servants from arbitrary pressure remain insufficient and must be further strengthened.** Two of the potential ways UNDP has started to explore are the introduction of the position of senior civil servant at the ministry level, and the development of alternative dispute resolution mechanisms. Both avenues could be explored and further supported. *Some additional indicative activities may include supporting CSB in creating favourable conditions for mediation (e.g. availability of trained mediators, increased capacities of human resource managers, clear guidelines and tools, cooperation with the Georgia's Association of Mediators); advocating and piloting of ADR mechanisms in selected ministries; continue exploration of possibilities to establish Senior Civil Servants Position or alternative institutional mechanisms ensuring political neutrality of civil service through in-depth discussions, consultations and advocacy.*

The national partners responsible for achieving the outcomes of the project have been identified based on the experience of the previous phase of the project. The targets defined under the outcome 2 will be achieved through partnerships with responsible parties: CSB, Financial Analytical Service under Ministry of Finance of Georgia (FAS) and other partners as identified throughout the lifecycle of the project.

To encourage and support initiatives from civil society and academia that contribute to the implementation of PAR, the project will announce CSO and academia grant contests on an annual basis throughout the project lifetime. The purpose of the CSO and academia grant contest will be to facilitate research and analysis in the Public Administration Reform and contribute to effective and timely implementation of the Civil Service Reform including integrity, accountability,

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performance management cycle and other crucial aspects of CSR. The grants component of the project will also aim at building the capacities of CSOs and academia in Public Administration field to ensure their increased engagement in the PAR implementation, monitoring and evaluation

- **GESI Component**:
  Organizational cultures are influenced by gender norms, which are usually unarticulated, unwritten, and sometimes unconscious, and therefore hard to identify and address from the outside. Project will seek to find context-specific ways of identifying the challenges that contribute to the systematic issues and equipping select institutions to design targeted interventions. *Indicative activities may include development of tools and methodologies to conduct analysis for exploring gender discrepancies in the context of the agency; embedding context-specific gender equality objectives in the performance management cycle; supporting individual strategies, such as career development and formal leadership training for women civil servants, which may include career planning, tracking, mentoring, coaching, training and retraining; propose establishing gender target-based system; apply gender analysis to civil service training curriculum and processes and specifically include gender equality issues and other human rights issues in the curriculum; cultivate male leaders who champion women's participation and decision-making within public administration; systematically collect, monitor and disseminate reliable and relevant data including gender-disaggregated data for achieving and sustaining gender-sensitive and representative civil service.*

C. SERVICE DELIVERY

Outcome 3: Citizens benefit from innovative, human-centred and secure public services, delivered based on uniform standards, that ensure transparency, accessibility and inclusion

This outcome will be achieved through the following outputs:

3.1/ Target service delivery agencies have necessary human and technical resources to deliver services (including e-services) based on gender- and disability-inclusive uniform standards of service design, delivery, quality assurance and costing.
3.2/ Citizens and organizations have increased accessibility to e-platforms to receive services and access open data and registers enabling improved service delivery and development of innovative products.
3.3/ Citizens can participate – directly, through institutionalized electronic channels, as well as through non-government organizations – in policy- and decision-making and design and delivery of targeted services (with special attention to women and vulnerable groups facing specific constraints (security risks, limited mobility, physical disability, absence of access to e-resources)
3.4/ Target service delivery agencies responsible for essential service design and delivery have institutionalized tools and procedures to engage wider public in needs identification and feedback collection

In the area of service provision, progress has been relatively slow, contrasting against the background of significant early advances. However, the end of the current PAR Project implementation brought an upsurge in digitalization, in remote work of civil servants, and in supply and demand of public services, associated with the spread of COVID-19 and the subsequent lockdowns. More precisely, soon after the COVID-19 hit Georgia, the number of e-services accessible through the unified Government portal - my.gov.ge increased substantially offering a total of up to **700** services (of which altogether **133** e-services have been added with the PAR project support), while the uptake of the digital services grew substantially from 2019 to 2020 (usage in 2020 increased by around 40 % as compared to 2019), with 66 % of the surveyed citizens expressing the need for further digitization of public services.[3] The expansion of the online

[3] Source: CRRC Omnibus, October 2020

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services coupled with increased cyber threats poses the questions of data security, reliability and accountability, whereas the OGP commitments of the Government of Georgia call for increased accessibility of open data in line with the belief that publicly funded data should be publicly available. This necessitates further efforts to develop common standards for open data management and build the capacity of the public institutions to improve practices for data disclosure, updating and management of the open data for improved public use.

The pandemic also laid bare the fact, that the islands of excellence, such as the Public Service Halls, did not trigger similar progress in other, crucial areas, such as, for example, health and social services. This problem links directly to the matter of policy coordination in the field of service delivery on the one hand, and to the hands-on application of uniform modalities in design and delivery, quality assurance and costing of public services, on the other.

The implementation of the new unified public service delivery standards developed with UNDP support will shape the background for subsequent activities by PAR Project and will aim to address the abovementioned shortfalls, by supporting the target service delivery agencies in following unified standards of service design, delivery, quality assurance and costing through hands-on consultancy and technical assistance. The chosen modality for the project's further intervention in this area would be that of tighter integration of the services component with the other two pillars – policy planning and civil service reform.

While the unified e-services platform – my.gov.ge has been consistently developing to offer new services, further support is needed to ensure increased and inclusive accessibility of and raise awareness on services accessible through the portal. The focus will also be made on its user-friendliness. On the other hand, to ensure increased transparency and accountability of the government, and provide avenues for citizens' and organizations' direct participation in service delivery, innovative product development, policymaking and in decision-making, further work needs to be undertaken to ensure that public data can be freely accessed, used and reused through, for example, enhanced open data portal.

The project will provide more targeted support to **e-participation, e-consultations and e-decision-making**, especially when it comes to services. For example, innovative services through which the non-state actors have voluntarily responded to COVID-19 pandemic, may serve as a basis for co-creation of the new services in the areas where progress has been lacking. *Indicative activities may include exploring the ways of possible new working arrangements in the post-pandemic period that could economize on resources and suggest more environmentally friendly, efficient and human-cantered modes of operations for the civil service.*

In addition, the importance of the element of **cyber- and informational security** which has been an integral part of the service delivery pillar before, has grown substantially in the context of COVID-19. With the majority of civil servants teleworking, and the number of online services delivered by Government increasing, proper measures need to be in place to enable the government agencies handle the cyber-security concerns and ensure provision of services without compromising safety and reliability and through enhancing versatility and sustainability of online transactions between the Government and citizens. This includes addressing both internal and external threats aggravated by amplified digitization of Government operations and services. *Indicative activities may include supporting the relevant Government partners in implementation of the 3rd National Cyber Security Strategy of Georgia, with a focus on awareness raising measures within the civil service and among the respective target groups.*

The national partners responsible for achieving the outcomes of the project have been identified based on the experience of the previous phase of the project. The targets defined under the outcome 3 will be achieved through partnerships with responsible parties: PSDA, DGA, the Patrol Police Department's Unified Service Center and LEPL Service Agency under the Ministry of Internal Affair's (MIA) and other partners as identified throughout the lifecycle of the project.

To encourage and support initiatives from civil society and academia that contribute to the implementation of PAR, the project will announce CSO and academia grant contests on an annual

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basis throughout the project lifetime. The purpose of the CSO and academia grant contest will be to facilitate research and analysis in the Public Administration Reform and contribute to enhancement of service delivery standards, e-participation, cyber and informational security and other crucial aspects of the service delivery pillar of PAR. The grants component of the project will also aim at building the capacities of CSOs and academia in Public Administration field to ensure their increased engagement in the PAR implementation, monitoring and evaluation.

- **GESI component:** In order to ensure that women and representatives of vulnerable groups have a say in decisions on public policies and services impacting their lives, their participation should be further empowered. *Indicative activities may include integration of gender and social inclusion dimensions into the respective frameworks and capacity building measures on service design and delivery both on policy level and individual ministry/agency level; application of assessment of gender and social inclusion impacts and considerations when supporting development of respective services including e-services and e-platforms; development of standing mechanisms for channelling public inputs with the emphasis on the needs and constraints of women and representatives from disadvantaged groups.*

Resources Required to Achieve the Expected Results

Through the first phase of the PAR project, UNDP has channelled consistent knowledge, external expertise, and staff time in supporting Georgia's efforts to reform its public administration. These comprehensive efforts built significant capacity among the partner agencies and CSOs to take ownership of specific elements of the reform in the areas of policy development and coordination, civil service reform and service delivery. Through its Phase 2 support, the project will build on existing prestige and capacity to leverage the following resources:

- Competency, experience and expertise of the project staff, which has developed ongoing relationships with implementing partners and in-depth knowledge of the subject areas of the reforms. They have also built credibility with other development partners to provide meaningful input to policy lobbying and coordination efforts.

- Expertise of the implementing partners: the implementing partner agencies have been trained during Phase I activities in diverse areas, such as policymaking cycle, and have facilitated important processes that shape the government's regulatory framework and civil service processes. The continued support – mainly in terms of subject-area expertise - will be extended to these agencies to link up the various elements of reform (e.g. to achieve functioning public consultation process).

- National and international expert network: the new partners such as the line ministries that will serve as testing grounds for implementation of policy, will receive support from the project staff, national and international experts, some of whom have been engaged in Phase I projects, to develop desired policy processes.

- Knowledge: methodological resources, especially in the area of service delivery will be used for further streamlining the processes.

- Cross-cutting expertise: knowledge and expert support in the areas of GESI will be continuously provided to the beneficiaries.

Specific avenues of deploying these resources and partnerships are described in detail in the relevant sections. They are also budgeted in detail and tied to the interventions at an adequate level of delivery (outputs, outcomes, impact).

Partnerships

Results achieved during the PAR Phase I project were made possible due to active, close, daily collaboration of the project team with its government and civil society counterparts as well as the

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donor agency. When needed, PAR project provided expertise and support "on demand", but, crucially, its distinguishing feature has been the engagement in strategic dialogue about the broad course of reforms and in providing necessary research, channelling expertise and other means to support their implementation. Close partnership with UKAID and the UK Embassy, as well as donor coordination efforts played a particularly productive role in this sense. The concerted operational and political dialogue allowed for exploring some crucial potential avenues for subsequent reform, which are further elaborated during the process of evaluating the PAR Strategy 2015-2020 (ongoing), as well as during the development of the future PAR Strategy beyond 2020, which the PAR Project is supporting and contributing to actively.

The majority of public and civil society organizations have been identified during the first phase of the project. The project will seek to continue partnerships with these entities in the current phase as well. The table below provides list of responsible parties grouped by pillar /outcome.

Pillar/Outcome	Responsible parties
Policy Planning and Coordination (Outcome 1)	WeResearch (Outputs 1.1, 1.2, 1.3)
Civil Service reform (Outcome 2)	Civil Service Bureau (CSB), Financial Analytical Service (FAS) (Outputs 2.1, 2.2, 2.3, 2.4)
Service Delivery (Outcome 3)	PSDA, DGA, the Patrol Police Department's Unified Service Center and LEPL Service Agency under the Ministry of Internal Affair's (MIA) (3.1, 3.2, 3.3)

Their continued and developing capacity to act as crucial partners and drivers of public administration reforms in the project period represents the key assumption of this program, which is supported by the program of the government for the upcoming five-year period as well as the draft public administration reform strategy for the upcoming four-year period, both of which imply continued emphasis on operation of the select agencies. The complementary interventions of the actors and stakeholders (see below) will also be important in ensuring the momentum of reforms, included in the areas of public administration which are not covered by this project.

Stronger emphasis will be made on equipping the target state agencies and implementing partners with the capabilities to apply gender lens and align their practices to GESI objectives across the PAR pillars identified above. Design of GESI components will be informed by focus group consultations, Georgia's international commitments under the Human Rights Treaty Bodies, CEDAW, Beijing Platform for Action (BfPA) and SDGs. SIGMA/OECD/EU standards on mainstreaming gender and social equity aspects in the governance and public administration will be also applied - in particular, the set of principles for the European Neighbourhood Policy countries and targeted recommendations to the Government of Georgia in the crosscutting areas of inclusion, gender equality and equity. The elements of Gender Equality and Social Inclusion will be streamlined under each of the project target areas. The indicative avenues for GESI integration are referenced separately, under each output.

Actors and stakeholders

UNDP Georgia has forged a strategic partnership with the Government of Georgia (GoG) through implementation of the PAR project that effectively started in 2017 in three areas: Policy Planning and Coordination, Civil Service Reform and Service Delivery. The partnership was built with the Administration of the Government of Georgia (AoG), including both the Policy Planning Unit (PPU) and the Donor Coordination Unit (DCU), Civil Service Bureau (CSB), and Public Service Development Agency (PSDA) and Data Exchange Agency (DEA, subsequently renamed into Digital Governance Agency, DGA) under the relevant pillars. Cooperation with civil society organizations (CSOs) was also built on cross-cutting issues, involving both monitoring of the ongoing reform process and support offered to the relevant government agencies through providing research and inputs for policy development.

Public and vocal support by the Prime Minister to the civil servants and the reiteration of the strategic objective of transformation of public administration at the highest level, serves as a

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positive signal for the readiness of the current administration to steer the subsequent stage of reforms. During the past years, the project saw the capacities and ownership of the AoG grow considerably, especially when it comes to steering the policy cycle. The CSB has been fulfilling its functions of ensuring compliance with the legislative framework, as well as with the ethical provisions. The new phase of PAR project (hereinafter referred to as PAR project phase 2) will explore the ways for AoG to steer the policy process more effectively, and for CSB to expand its role in coordinating policy across the line ministries and to support organizational learning. As for PSDA and DGA, more needs to be done to transfer their considerable knowledge and remarkable achievements to other sectors of service delivery. Challenges brought by the COVID-19 pandemic and solutions that were found to address some of them create a fertile ground for improving service delivery further.

International development partners: Throughout the period of implementation of the previous phase of the PAR project a close partnership has been built with other development partners. The donor coordination meetings concerning PAR were held regularly, averagely once in two months, on a rotational basis. These meetings have helped coordinate both policy-level communication/interventions and to ensure the complementarity of activities. The project team has consulted the key development partners in the area of PAR at the time of writing this project. Most of them have been re-assessing their interventions, so their outlook for the medium-term period is still being shaped. Below is the most recent information available to date.

The European Union (EU) remains as a key international partner supporting the ongoing PAR and has both formal commitment (through the Association Agreement commitments) and informal stakes in helping to keep PAR high on the agenda of the political decision-makers. EU experts through OECD/SIGMA instrument have helped draft the previous PAR Roadmap 2020. They are still engaged in the process of reviewing the PAR Roadmap and drafting the new strategy for PAR, albeit with a significantly more limited scope, as advisors.

In 2019, the EU has launched a three-year (2019-2021) technical assistance (TA) initiative to back the implementation of PAR (with EUR 3,642,200 budget), which aims to strengthen the institutional capacity of the main stakeholders of the reform of central public administration in Georgia - Administration of the Government of Georgia, ministries and agencies, civil society organizations - in all six areas of PAR including policy development, human resource management and civil service reform, transparency and accountability, service delivery, decentralization, and public finance management, while the mode of engagement includes consultancy and advisory support and capacity building. This TA project functions as an on-demand facility for expert advice and support. Its approach is somewhat fragmented, with varying levels of intervention in specific pillars of PAR, based on government agencies' requests. The EU TA project is less likely to continue in its current form beyond its planned deadline. The EU Delegation team is currently consulting the AoG on further modalities of support.

Furthermore, the EU has just finalized a two-year, EUR 1.2 million twinning project between the CSB and the Republic of Lithuania on "Capacity Building of the Civil Service Bureau of Georgia to Implement the Civil Service Reform". The twinning was mostly focusing on CSB's institutional and Human Resource capacities, through assessing structure and functions of the CSB, reviewing HR development policy and improving communication of CSB to the external stakeholders. The EU has also funded several, fairly large-scale CSO initiatives aiming at building alternative monitoring mechanisms in certain directions and pillars of PAR, developing policy recommendations along with strengthening capacity of local CSOs to better contribute to oversight and implementation of PAR.

The Swedish Sida is continuing to support the reforms in PAR, mostly through funding the UNDP's Governance Reform Fund (GRF) Project. It is focusing on institutional strengthening of the selected government agencies and provides on-demand, targeted assistance. GRF and UNDP PAR have explored synergies and implemented several joint initiatives, notably adapting public services to the people with disabilities and special needs. The discussions are under way at Sida to focus more on decentralization, through direct support of the municipalities.

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USAID's five-year Good Governance Initiative (GGI) implemented by Tetra Tech, is continuing apace. GGI has been focusing on accountability and Open Governance Partnership (OGP)-related developments, especially local government, and decentralization reform; on civil service and service delivery reforms; and on gaps in administrative and financial management of GOG institutions, including the Parliament. Recently, the implementation timeframe of GGI has been extended till April 2022, with stronger emphasis on addressing COVID-19-related needs and challenges in the context of PAR.

In early 2021 USAID is planning to announce a new Request for Proposals for initiating a multi-year Local Self-Governance Strengthening Activity to support Georgia's ongoing decentralization reform and enhance the effectiveness, accountability, and citizen-responsiveness of selected local governments in Georgia. This obviously means that USAID will be running two programs in parallel, with the one focusing entirely on local government and decentralization and another (current GGI) addressing governance reforms and PAR related needs at the central level. Whether or not the GGI branch of PAR-related activities will be extended beyond 2022 is currently unknown.

German GIZ remains invested in PAR, with two initiatives: one focusing on local governance and decentralization and emphasizing enhancement of service delivery and public participation at the local level, coupled with measures for local economic development, while the other is having a regional focus (Georgia, Armenia, Azerbaijan, Belarus, Moldova, Ukraine), and finances sub-projects focusing on capacity building of public institutions, fostering partnerships and networks among the public administrations across the region, improving the regulatory and institutional framework for implementing reforms, etc.

Civil society participation

In collaboration with government counterparts, PAR project sought to create working partnerships between the public service agencies and CSOs in monitoring the implementation of PAR and in bridging the capacities for experimentation with CSO expertise where the government lacked time or resources.

The upcoming project would envisage building more lasting, long-term partnerships between the government and CSOs, including regional and women led CSOs working on gender equality and social inclusion issues. To this end, rather than remaining a stand-alone grant-making activity, the measures of CSO and other non-state actor participation will be embedded and streamlined within the work-streams that come under existing pillars. For example, such activities could refer to creating new, standing ***mechanisms through which CSOs could channel public inputs into policy*** by collecting the data and framing it in a way that is usable during the policy development process. The project will also seek possible ways to engage CSOs to participate in ***co-creation of the new services,*** especially in areas that were, so far, less performant, such as health and social services, where a productive partnership has been established with the Georgian Red Cross and there are some innovative networking and support activities ongoing in the context of responding to COVID-19 pandemic.

Whether and to what extent the policy monitoring shall remain within the focus of future project work with CSOs will be decided based on continuous assessment of the implementation context. On the one hand, at this stage there are strong CSOs (e.g. IDFI, Transparency International) with sufficient financial capacity to monitor PAR without project's support. However, their funding might be jeopardized by other development partners exiting the PAR support (e.g. EU plans to phase out its technical support project in 2021). On the other hand, the degree to which CSOs monitoring capacity could be useful for advancing PAR reforms would very much depend on the extent to which the constructive communication and cooperation between GoG and the watchdogs would be possible.

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Risks and Assumptions

The table below stipulates the assessed Risks and mitigating circumstances for each of these risks. The table focuses on the strategic (outcome) level risks. For maintaining a more detailed record of and ensuring the monitoring of emerging operational risks, UNDP/PAR utilizes a risk log functionality in its standard project management and information system (ATLAS). The ATLAS risk log will be developed at the inception of the project and updated on a regular basis throughout the project lifecycle.

#	Type of the Risk	Risk	Impact[4]	Likelihood[5]	Risk Level	Mitigating action
1	Contextual	2021 Municipal election campaign and vote delay or prevent implementation	3	3	Moderate	The interventions will be designed to require minimum or no intervention from the political decision-makers, as they are drawing on policy documents that are either already adopted or in the course of imminent adoption. Election period might also affect civil service, but the project will maintain its regular communication with AoG/CSB to maximally anticipate potential delays and to respond flexibly. The experience of the past PAR project allows us to rank down the election-related risks. During the implementation of the first phase of the project, elections have minimally affected relevant plans and ongoing initiatives. The probability of the relevant risk is further lowered as lately the GoG has shown greater responsibility in attempting to retain a core of the civil service and developing procedures necessary to sustain the ongoing reforms, majority of which are supported by the PAR project itself.
2	Delivery	Personnel changes in partner agency leadership, leading to a shift in priorities and/or delays in implementation	3	4	Moderate	Regular communication with key PAR donors as well as with the AOG will help keep the PAR high on the government's agenda, assess and address the potential shifts in priorities. The project will maintain active (almost daily) communication with the partners to communicate the project priorities, objectives and activities and adjust the cooperation format and timelines accordingly. Close communication with the partners is expected to facilitate progress in directions mostly affected by these restructurings.
3	Delivery	Decreasing levels of public financing for reform	3	3	Moderate	UNDP interventions will be planned realistically, not counting on substantial increase in staffing resources at the partner agencies. Should the budgetary constraints prove considerable, measures will be made to re-orient funding towards the key priority areas required for continuing reforms.
4	Delivery	Lack of ownership and commitment from the national partners	4	3	Moderate	The project will instil high degree of ownership among the beneficiary agency over design, development, implementation, and sustainability measures of

[4] Impact - 1=Limited; 2= Low; 3=Moderate; 4= High; 5= Extreme
[5] Likelihood - 1=Not likely; 2=Low Likelihood; 3 = Moderately Likely; 4= Highly Likely; 5: Expected

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#	Type of the Risk	Risk	Impact[4]	Likelihood[5]	Risk Level	Mitigating action
		undermines project delivery				respective initiatives and these initiatives represent a logical continuation of ongoing efforts, in which considerable number of both staff and leadership of the partner agencies have invested the efforts and prestige. The project will monitor and advocate for achieving the intended results through established partnership channels (meetings with senior management, focal points at partner agencies, etc.).
5	Operational	Participation of the relevant staff in the training activities cannot be ensured	4	3	Moderate	The project will work in partnership with national agencies, which have consistently been forthcoming in ensuring staff participation for attainment of their own objectives. Since there is a moderate possibility of staff re-assignment during the elections' year, the project team will maintain regular communication with the partner agencies to anticipate and address potential consequences by, for example, staying flexible with training dates.
6	Operational	Ministries unwilling or unable to cooperate with policy-related in-depth training and coaching activities	4	3	Substantial	The project foresees in-depth partnership with selected ministries/agencies in implementing specific elements of reform. The selection of partners will be based on previous experience of the project, as well as a careful implementation context analysis, in consultation with other donors that might have previously implemented projects with pre-selected ministries/agencies.
7	Contextual	Continued spread of COVID-19 slows down project implementation.	3	5	Substantial	The project team will be actively working to adapt its intervention modalities to the existing restrictions by increasingly applying digital tools and co-working platforms jointly with its Government and CSO partners while planning and implementing trainings, workshops and engaging local and international experts.
8	Contextual	The restrictions and response measures associated with further spread of the COVID-19 in Georgia shifts the resources and attention of the AoG to the surge response measures away from the PAR, thus resulting in reshuffled priorities	3	4	Moderate	The activities will be designed to require minimum or no intervention from the political decision-makers, as they are mostly drawing on policy documents that are either already adopted or their adoption is imminent. The project team will maintain its regular communication with the operational level staff from AoG to anticipate potential delays and to respond flexibly.
9	Contextual	Gender and Social Inclusion indicators are de-prioritized by the government and/or implementation agencies resulting in underachievement of new PAR strategy from GESI perspective	3	3	Moderate	The project will maintain regular communication with the government to ensure sustained focus on GESI indicators and use high level meetings including PAR council meetings to advocate and emphasize the importance of attaining GESI objectives through active engagement of UNDP's high level management jointly with UK Embassy / GGF.

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#	Type of the Risk	Risk	Impact[4]	Likelihood[5]	Risk Level	Mitigating action
10	Delivery	Lack of regularly updated gender and vulnerability segregated statistical data is not available leading to poorer monitoring of GESI indicators of the new PAR Strategy	3	4	Moderate	The project will seek all the available GESI data for monitoring purposes from various sources, as well as support the partners in collecting the respective data required for project monitoring.
11	Operational	Target audiences are not sufficiently informed about GESI framework to ensure effective follow up on project interventions	3	2	Low	Raise the awareness of target audiences about the panoply of policy choices relevant for strengthening the GESI framework, through collaboration in various project activities, other UN agencies (UN Women) and CSO grants component to ensure absorption capacity and effective follow up on project interventions.
12	Contextual	Equal representation of male and female civil servants in all ministries might not be achieved due to deeply seated cultural stereotypes	3	3	Moderate	The predominance of men in the police service, which employs a considerable proportion of civil servants, skews the overall data in terms of gender balance, although the project in close collaboration with the partners and in particular CSB will explore possible avenues to weave the elements of GESI in project activities including through devising standing, institutional HR solutions.

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Stakeholder Engagement

The stakeholder engagement and coordination efforts from the Phase I of the PAR project implementation have been assessed as a good practice and will be carried over to the second phase of the project. This foresees:

- Management of the project through the direct implementation modality with the national partners, which implies close collaboration and coordination within the previously agreed programmatic framework.

- Regular, at least annual, consultation of the **Project Board** to take stock of the ongoing work and evaluate progress towards the set objectives.

- Engagement of both national (official and civil society) and international stakeholders in annual Implementation Context Analysis.

- Engagement of the stakeholders in the Project Evaluation Boards for the CSO grants.

- Continuation of the PAR Donor Coordination meetings to address both policy and operational issues, coordinate implementation, avoid overlaps and ensure complementarity.

A combination of these regular, topical and routine engagements, alongside the solicitation of the feedback from stakeholders through various evaluation exercises, ensures their continuous awareness and participation in setting the ongoing priorities and evaluating progress towards common objectives under each of the pillars of the project.

Overall, the project intends to create an ecosystem for multi-stakeholder collaboration, strengthen partnerships among key actors and implementing partners, stimulate experience sharing, while at the same time expanding the capabilities of applying gender lens and giving impetus to the cooperation patterns where gender and inclusivity aspects are reinforced.

Pillar/Outcome	Key partner(s)	Secondary partner(s)	More of engagement
Policy Planning and Coordination (Outcome 1)	Administration of the Government of Georgia (AoG) (Outputs 1.1, 1.2, 1.3)	Selected line ministries (Output 1.1, 1.2), WeResearch and other CSOs (Output 1.3)	• PAR Council • Project Board • Political-level consultation • Strategic communication at policy level • Implementation Context Analysis • Ongoing consultation: project team/ with counterparts • Ongoing advice/experts
Civil Service reform (Outcome 2)	Civil Service Bureau (CSB), Financial Analytical Service (FAS) (Outputs 2.1, 2.2, 2.3, 2.4)	Selected line ministries (Outputs 2.1, 2.2, 2.3, 2.4)	• PAR Council • Project Board • Ongoing consultation: project team/ with counterparts • Ongoing advice/experts
Service Delivery (Outcome 3)	PSDA, DGA, the Patrol Police Department's Unified Service	Selected line ministries/agencies (3.1)	• PAR Council • Project Board • Ongoing consultation: project

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Pillar/Outcome	Key partner(s)	Secondary partner(s)	More of engagement
	Center and LEPL Service Agency under MIA (3.1, 3.2, 3.3)		team/ with counterparts • Ongoing advice/experts
Cross-cutting	Civil Society Organizations		• Engagement in implementation context analysis • Targeted grants
	International Development partners		• Donor coordination meetings • Implementation Context Analysis
	Wider public		• Public opinion surveys (mid-term, final) • Feedback through service delivery agencies

South-South and Triangular Cooperation (SSC/TrC)

The project will build on South-South as well as Triangular Cooperation in its initiatives. Specifically, this project will continue to facilitate South-South cooperation through exchanging experience of the Public Service Delivery Agency (PSDA) and the Digital Governance Agency (DGA) with the development needs existing in other, mostly developing countries. As part of this exercise, the project will offer knowledge products (costing, methodology, competencies, etc.) and offer tailored assistance to interested countries in implementing similar initiatives. Additionally, during the implementation phase of the project, the project will further consider relevant SSC/TrC opportunities based on the needs of the counterparts.

Knowledge

As in the previous phase, the project is planning to produce numerous knowledge products that are aimed at consolidating the existing knowledge in various areas of civil service and public administration reform. Some of the key outputs include:

- Curriculum for E-Learning Program on Public Policy Analysis
- New Standards for Mandatory E-Learning Program
- Guidelines on the Application of Alternative Dispute Resolution in Civil Service
- Concept Paper on Increasing Representativeness of Civil Service of Georgia
- Guidelines on Data Collection and Analysis of Civil Servants' Data
- Concept document on upgrading of unified public service portal My.gov.ge
- Updated curriculum in Public Policy Analysis, Planning, Monitoring and Evaluation
- Training package on Specifics of Service Delivery for Persons with Disabilities

Most of these materials are methodological in nature and support policy by standardizing procedures that are already foreseen by legislation/regulation and are being institutionalized either overall in civil service or in specific agencies. As such, these can be used in inter-agency or cross-border co-operation efforts to facilitate the cross-fertilization of experience.

Additionally, specific elements of the project are aimed at instilling the "learning organization" ethos in Georgia's civil service, by encouraging more systematic collection of data (for subsequent use in evidence-based policymaking), as well as re-assessment of the existing outputs (reports, data analysis, results of evaluations) within the government agencies with the view of making this information available for learning – in terms of planning, improved management, etc. Particular attention will be dedicated to supporting these capacities of the CSB, as a coordinating agency of the civil service reform.

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Sustainability and Scaling Up

Development of professional and modern civil service and public administration are decisive for ensuring the resilience of Georgia to internal and external shocks, and for achieving the country's human development objectives by ensuring citizens' access to their rights and services, as well as facilitating development of better public policies.

PAR project has been continuously supporting key GoG institutions in strengthening their policy development and administration capacities. Each initiative has been implemented in a way that aims to maximize the sustainability of results.

Further sustainability of PAR project initiatives will remain the highest priority for UNDP in the proposed phase 2 of the PAR project. The experience and lessons learned from previous interventions as well as UNDP good practices in general will feed into the sustainability strategy of the project's second phase. The approach effectively practiced by PAR project from the very beginning is to implement and maintain effective initiatives and systems that are continually responsive to stakeholders' needs. This is accomplished by examining factors that, if addressed diligently through strategic planning, can increase the sustainability of interventions and their results.

These factors include:

- **Capacity building and institutional strengthening:** PAR project emphasizes national ownership through growth in capacity accrued both through professional development initiatives and consultancy support. Thus, institutional strengthening is present strongly across the works-streams of the PAR project, serving as an additional safeguard for delivering sustainable results. For example, provision of coaching and consultancy support to the line ministries in implementing the new policy guidelines in practice will result in enhanced institutional capacities and improved skills of civil servants from line ministries' policy function. In another example, project's support to increasing the accessibility to online services, is expected to contribute to higher resilience of the GoG's capacity to deliver crucial services during health and other emergencies.

- **Alignment of the program with stakeholder needs:** The project objective is linked to the fulfilment of national and/or agency's strategic priorities. Reforms must meet the needs of intended users and other stakeholders if they are to be sustained. The intervention logic therefore is to support initiatives that are both responding to the major policy and legislative frameworks and are demand driven. To reap the benefits of long-term reform sustainability, focus is placed on activities that are owned by decision-makers, contribute to replicability, institutional strengthening and continuity. Particular emphasis is placed on avoiding creating the aid dependency – through establishment of practices that are sustainable (in terms of human resources, funding, etc.) at the current levels of resource allocation, or provided for in future budgets.

- **Partnership among stakeholders:** Establishing and maintaining already existing highly positive relationships with the stakeholders is a key part of national ownership and coordinated aid response. PAR project has been effectively maintaining relationships with the key partners engaged in PAR implementation and has helped in setting up a platform for effective donor coordination. The efforts in this direction will continue apace.

- **Quality of program implementation:** Commitment to the quality of project implementation via participatory and consultative process, fidelity, and project evaluation helps sustain and ensure commitment by key government partners.

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- **Measurement, monitoring and evaluation:** Agreement on measurement and evaluation processes, including key project benchmarks and targets, lends transparency to the program and thus has been settled very early in the project initiation phase. Early assessment of needs provides a baseline against which improvements can be measured. In the context of the PAR project, a mix of quantitative and qualitative indicators has been used from the beginning of the project to assess the project progress vis-à-vis its objectives. Mixed methods have been used particularly to improve an evaluation by ensuring that the limitations of one type of data are balanced by the strengths of another and provides more insightful understandings. In addition to the monitoring of the project results, regular assessment of the project implementation context conducted since the beginning of the PAR project phase I has served as an important tool to adapt the project's work plan in light of the evolving needs and multitude of actors engaged in PAR implementation. These measures will be further inbuilt into the upcoming phase 2 of the PAR project with respective adjustments and adaptations as needed.

External midterm evaluation of PAR project phase 1 carried out in 2018 confirmed the sustainability gains of the project, but noted about the need of further efforts to secure the accomplishments in respective pillars of the PAR. The evaluation report assessed the sustainability prospects of the project outcomes highly positively, mostly owing to the strong national ownership and leadership demonstrated by the national institutions, the significant support provided by UNDP CO, UKAID/GGF and UK Embassy to the project team, and the close coordination of all project activities among the national counterparts – starting from planning, specification of technical requirements, development or deployment of components, all the way to system maintenance and staff training.

Sustainability has also been strengthened by making the PAR process more inclusive and by intensively engaging civil society initiatives in the reform implementation. According to the evaluation report 'It is important to recognize that PAR is a long-term process that requires patience and perseverance. Policy change is one result, but a lot of work has to take place at the level of mentality which takes much longer. So, ultimate results will take time to play out through a process of iteration. Given the complexity of the effort and the multitude of development partners involved, the whole enterprise also requires very good coordination among development partners and between development partners and national institutions.' Hence, the efforts in this direction will further continue in PAR project phase 2 with an emphasis on deepening coordination with the PAR donors through a systematic review and mapping of what has been achieved, what is the current stand and in which direction the different donor-led interventions are moving forward in support of the PAR agenda.

Lastly, efforts will be made to develop a viable 'exit plan' for the phase 2 of the PAR project, which could be accomplished through gradual, phased approach along with staggered graduation from specific project areas via intensive cooperation with the key GoG stakeholders and the PAR donors active in the relevant PAR pillars. Given that the timeline of the proposed initiative closely follows the implementation timeframe of the new PAR Strategy (currently spanning from the year 2021 through 2024) the project will apply the 'handover' strategy by transferring the program activities to the key Government partners leading the PAR implementation (AoG, CSB, PSDA and DGA). This will be mostly achieved through the capacity building component of the project, which is strongly presented in the design of the proposed interventions, to ensure that the technical assistance and consultancy services provided can continue through local structures. Since the project implementation will influence the ultimate exit plan, it is important that the exit plan remains flexible with the expectation that some of the exit criteria and benchmarks may need to be modified during the project cycle.

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IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

UNDP Country Office (CO), through which the PAR project will carry out all financial operations and procurement of relevant consultancy services and technical assistance, will ensure that the project implementation and all processes therein take place in accordance with the UNDP rules and regulations as stipulated in the Programme and Operations Policies and Procedures (POPP) and are in line with best international standards. The POPP create safeguards for realization of value for money (VfM) approach in operations of all UNDP projects through consistent, transparent and detailed procedures. The thorough implementation of the UNDP POPP that is subject to robust internal checks shall be the guarantee for ensuring the economy of the project.

UNDP's Financial Regulations and Rules provide for the following general principles to be given due consideration while executing procurement on behalf of the organization: (1) Best Value for Money, (2) Fairness, Integrity and Transparency and (3) Effective International Competition. The UNDP procurement process must allow Offerors to compete for UNDP business on a fair, equal and transparent basis. Staff associated with the procurement function, therefore are responsible for protecting the integrity of the procurement process and maintaining fairness of UNDP's treatment of all offerors. Specifically, third-party suppliers such as consultants and companies (service providers), contracted for technical assistance through open competition, are selected based on the above principles.

Monitoring and evaluation system of UNDP (for more details see below section on Monitoring, Evaluation and Learning) will ensure permanent monitoring to ensure that inputs are relevant and converted to the planned outputs of the project.

Before any contract or cooperation agreement is approved, the PAR project management and the CO conducts a value for money assessment of all potential applicants/bidders by comparing the proposed total cost and benefits of the contract. If there is only one proposed applicant, the VfM assessment looks at the proposed daily rates (in case of individual consultants, for instance) or management fee (in case of consultancy company, CSO or grant agreement with the Government partners), salaries and other costs, and compares them with national and international standards to determine if the costs are reasonable. The VfM assessment thus evaluates whether the costs are in line with market rates for Georgia.

Apart from CO rules and regulations, the project team will additionally scrutinize the planned interventions looking at the 4Es - effectiveness, equity, efficiency and economy, bearing in mind the equity principles in order to achieve maximum effectiveness, efficiency and economy for each intervention.

The upcoming PAR project will aim at creating synergies with the ongoing projects at UNDP. The synergy with the Governance Reform Fund (GRF) project will imply sharing of some of the project support staff and already fully established working space, including necessary furniture and equipment, software and vehicle between the two projects. The office running costs (office rent and security costs, office equipment, software, maintenance and repair, consumables - office supplies, other services such as IT support, office cleaning, telephone, Internet, electricity, heating, maintenance etc., vehicle depreciation, maintenance, fuel and insurance costs) will be proportionally distributed between the projects. Therefore, the office running costs will be decreased to a minimum. Despite the synergy of the projects, PAR project will maintain individual financial accounting.

It is also noteworthy that this initiative will partner with the majority of the organizations that had established cooperation with the PAR project phase I, as well as UNDP GRF project. UNDP

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procedures require to conduct due diligence assessment (DDA)[6] for partners. As the project partners will remain mostly the same, the DDA conducted by the PAR project Phase I and GRF project shall be used by this initiative and the proposed budget for DDA will be correspondingly decreased.

The approximate amount of administrative and management costs of UNDP will be about 22% of total direct costs in addition to the overhead in the amount of 8% of the total direct costs. In addition to the staff allocated for the project implementation, UNDP CO in Georgia will provide operational support to the project implementation, including in recruitment, granting, procurement and financing.

Key inputs will include international and local expertise, staffing, purchase of goods and services as well as building partnerships with various stakeholders. Specific attention will be paid to 'South-South' Cooperation, whereas utmost efforts will be dedicated to identifying experts from the region that are well familiar with the challenges and legacies and have a high-level of expertise in PAR and Governance field in general. Considering their knowledge of the context of the project and awareness on PAR developments in Georgia, the number of allocated days for preparation of assignments can be reduced that will contribute to the good value for money without sacrificing the quality of delivered services.

Moreover, given that VfM analysis typically involves a combination of qualitative and quantitative approaches, throughout the PAR project administration a careful consideration will be made to the qualitative VfM analysis as well, mainly involving sense-checking the rationale for using a certain technical assistance modality. This entails asking whether the proposed TA modality, be it engagement of individual local or international consultants, service provider companies, providing direct grant agreements or outsourcing to third parties, such as CSOs or individual researchers, is best suitable for the given need that the project is aiming to address and whether the conditions are in place to achieve VfM – for instance, that the procurement process involves required degree of competition during the bidding or tendering process, etc.

Venues, catering and other logistical arrangements for activities will be sourced out, with constant attention to prudence and exemplarity, as well as respect to local production and carbon footprint. Given the recent increased shift to online working modalities in the context of COVID-19 pandemic, special consideration will be made to alternative online working arrangements, where applicable, without affecting the quality of the planned work to further contribute to achieving higher cost – effectiveness in the project operations.

Project Management

The project will be implemented by the Administration of Government (NIM - National Implementation Modality) with UNDP Country Office support in accordance with UNDP rules and regulations.

The project's decision-making body – Project Board will be set up at the start of the project, which will provide strategic guidance and oversight for project implementation of all PAR supported activities. The Project Board will gather representatives of the implementing agency (AoG), UNDP, the donor and key national partners to inform about project progress, key bottlenecks and challenges encountered, and agree on planned activities and approaches, including adaptations that may be required. Strategic direction of the project will be reviewed and, if necessary, modified during the project Board meetings. As noted above, in the chapter related to reporting, to facilitate topical and dynamic discussion, the Board Meetings will be structured around the degree of attainment of the agreed-upon annual milestones, accompanied by the analysis of the actual and projected implementation context. Board meetings will be held regularly in intervals of maximum 12 months or twice a year if deemed necessary.

[6] HACT/Audit Assessment/Financial Spot-check costs for Sub-granting scheme.

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UNDP assumes overall responsibility for providing support services to the implementation of the PAR project and will assign the Project Implementation Unit (PIU) to ensure the overall management and coordination of all proposed activities under this Project. The PIU will ensure that activities are implemented in accordance with the project document, budget, and agreed work plans. The PIU will consist of PAR project Manager, a Capacity Development Coordinator, Public Policy Specialist, a Monitoring and Evaluation (M&E) Specialist, a Administrative/Finance/Procurement Associate, and a PR and Communications Specialist. An international Policy Planning Advisor will also be engaged as a part-time consultant to provide substantive guidance to the project team, national stakeholders, UNDP and international partners.

UNDP CO in Georgia will provide operational and quality assurance support to the project implementation, including in recruitment, procurement and financing, as well as consultancy support when designing and implementing innovative interventions to ensure that UNDP's corporate experience and capacities in mainstreaming innovations are properly applied in the project context. UNDP CO will ensure the project implementation and all processes therein takes place in accordance with the UNDP rules and regulations as stipulated in the Programme and Operations Policies and Procedures (POPP) and are in line with best international standards. As per UNDP's Financial Regulations and Rules, the following general principles must be given due consideration while executing procurement on behalf of the organization: (1) Best Value for Money, (2) Fairness, Integrity and Transparency and (3) Effective International Competition. The UNDP procurement process must allow Offerors to compete for UNDP business on a fair, equal and transparent basis. Staff associated with the procurement function, therefore, are responsible for protecting the integrity of the procurement process and maintaining fairness of UNDP's treatment of all offerors.

Specifically, third-party suppliers such as consultants and companies (service providers), contracted for technical assistance through open competition, are selected based on the above principles. Prior to the finalizing the partnership, Responsible Parties (RPs) must undergo a "Harmonized Approach to Cash Transfer (HACT)" assessment undertaken by an independent audit company to determine risks related to organizational and financial management capacity. Overall, the UNDP Georgia will continue to practice **due diligence** across all procurement and programmatic selection processes to ensure compliance with programme assurance procedures.

UNDP Office will decide to engage with non-governmental organization (NGO) or Civil Society Organization (CSO) as Responsible Parties or Grantees and government and semi-government institutions as responsible parties based on the most appropriate mode of engagement. The selection of RPs is based on HACT capacity assessment and risk management approach. It is based on the premise that the level of institutional capacity and intensity of verification measures (e.g. supporting documentation) should be proportional to the scope of the envisaged engagement. Policies and procedures for RP implementation assessment, cash transfer, audit, insurance and monitoring are also reflected in HACT.

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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF 2021-2026/CPD 2021-2025 Programme Results and Resource Framework: UNSDCF 2021-2025 Outcome 1/CPD 2021-2025 Outcome 1: By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights[1], and increased representation and participation of women in decision making
CPD 2021-2025 Output 1.1) Inclusive national and local governance systems have greater resilience and capacities to mainstream gender, ensure evidence-based and participatory policymaking, map and address inequalities and deliver quality services to all.

Outcome indicators as stated in the Country Programme Document 2021-2025 Results and Resources Framework, including baseline and targets:
1.1. (UNSDCF indicator 1.1) [National SDG 16.6.2.5] Rule of law index; **Baseline** (2019): percentile rank 62.02; **Target**: >63
1.2. (UNSDCF indicator 1.2) [National SDG 16.6.2.2] Voice and accountability index; **Baseline** (2019): percentile rank 53.20; **Target**: >54
1.3. (UNSDCF indicator 1.6.1) [National SDG 5.5.1] Proportion of seats held by women in national parliaments and local governments; **Baseline** (2019). a) Women in Parliament 14.8% (22 women). b) Women in local governments 13.5% (277 women); **Target**: a) < 20%; b) < 20%.

Applicable Output(s) from the UNDP Strategic Plan: Outcome 1. Eradicate poverty in all its forms and dimensions/1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions.

Project title and Atlas Project Number: 00127668/00121579 Supporting Public Administration Reform in Georgia, Phase 2

EXPECTED OUTCOMES	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2021	2022	2023	2024	Jan- March 2025	
Outcome 1 AoG plans and, together with line ministries, routinely implements evidence-based policy cycle, ensuring effective communication and inclusive public participation.	**1.1** Number of policy documents of the target ministries/agencies enforced (including planning, monitoring and evaluation) in line with new policy methodological standards incorporating gender equality and social inclusion (GESI) aspects	GoG decree on adoption of Policy documents; M&E reports of the AP implementing agency; Third party reports (when available); Expert Assessment	0	2021	Development of three Action Plans (APs) in target ministries/agencies initiated in line with new policy methodological standards incorporating GESI aspects	Three Action Plans (APs) in target ministries/agencies developed in line with new policy methodological standards incorporating GESI aspects	Five APs in target ministries/agencies developed in line with new policy methodological standards incorporating GESI aspects and AP Monitoring report is in line with the methodological guidelines	AP Monitoring report is in line with the methodological guidelines Evaluation Report of three APs developed in 2022 in line with methodological standards; Evaluation Reports of five APs developed in 2022-2023 in line with methodological standards	Five policy documents enforced (including planning, monitoring and evaluation) in line with new policy methodological standards in target ministries/agencies incorporating GESI aspects	*Data Collection Methods: Secondary Data analysis / Desk Review, Qualitative Study (Key informant Interviews)*
	1.2 Number of ministries/agencies practicing evidence-based policy making, and the scope of integrating GESI aspects	External Evaluation Reports (SIGMA); Project initiated inter-agency Assessments	0	2021	*N/A*	Evidence-based policy making, integrating GESI aspects initiated in one ministry/agency	Evidence-based policy making, integrating GESI aspects initiated and practicing in two ministries/agencies	Evidence-based policy making, integrating GESI aspects initiated and practicing in three ministries/agencies	AoG and three target ministries have improved practices of evidence-based and gender-sensitive policy making	*Data Collection Methods: Secondary Data analysis / Desk Review, Qualitative Study (Key informant Interviews)*
	1.3 The index rate of public consultation in target ministries	Project administered study on assessing public participation in policy making process	*Public consultation Index assessed at 1.8 out of 3*	*2020*	Methodology for public consultation index revised and assessment across ministries initiated	Public consultation index rate in assessed across ministries	Public consultation index rate in assessed across ministries	Public consultation index rate in assessed across ministries	The index rate of public consultation target ministries increased from 1.8 to 2.5 points	*Data Collection Methods: Secondary Data analysis / Desk Review, Qualitative Study (Key informant Interviews, Observation, Quantitative Study*

Output 1.1 The target line ministries have strengthened human resources for evidence-based policy planning, implementation and monitoring, including increased capabilities to apply gender-lens in policy making cycle and exercise good practices responsive to the needs/constraints of women and socially vulnerable groups	***Indicators for Output 1.1 to be elaborated at the project inception***
Output 1.2 Target line ministries have the technical resources and procedures for performing evidence-based policy analysis that accommodates GESI contexts, ensures regular collection and use of sex disaggregated data and AoG has tools for synthesizing policy inputs for preparing the cabinet decisions and for reporting against national strategic objectives	***Indicators for Output 1.2 to be elaborated at the project inception***
Output 1.3 Collaboration mechanisms and methods are in place for enhancing communication and improving public participation in policy development, in which AoG and non-state actors (CSOs, professional associations, academia) play an institutional role. Public participation explicitly aims to be representative of existing societal fabric (gender, age, ethnicity, geography, disabilities, and other vulnerabilities)	***Indicators for Output 1.3 to be elaborated at the project inception***

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EXPECTED OUTCOMES	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2021	2022	2023	2024	Jan- March 2025	
Outcome 2 Citizens benefit from professional, inclusive and politically independent civil service	**2.1** Number of target line ministries/agencies which have effectively implemented a performance management cycle	Internal Documents (performance appraisal normative acts, ministerial decrees, E-HRMS reports); Expert Assessment	Separate elements of performance appraisal and professional development are being implemented in some ministries	2021	Implementation of performance management cycle initiated in one target line ministry/agency	Policy Framework analysed and recommendations for revision prepared;	Performance management cycle implemented in one target line ministry/agency	Performance management cycle implemented in two line ministries/agencies	Three target line ministries/agencies have implemented performance management cycle, including long and medium-term planning, development of individual targets, and performance evaluation against these targets	*Data Collection Methods: Secondary Data analysis / Desk Review, Qualitative Study (Key informant Interviews, Focus group discussions)*
	2.2 Number of target line agencies that have enforced elements of GESI-sensitive human resource management	Internal Documents (performance appraisal normative acts, GoG/ ministerial decrees, E-HRMS reports); Expert Assessment	Framework for human resource management does not incorporate GESI elements	*2021*	Implementation of elements of GESI-sensitive human resource management initiated in one target line ministry/agency	Policy Framework analysed and recommendations for inclusion of GESI-sensitive human resource management practices developed	Elements of GESI-sensitive human resource management enforced in one line ministry/agency	Elements of GESI-sensitive human resource management enforced in two line ministries/agencies	Three target line ministries/agencies have enforced elements of GESI-sensitive human resource management	*Data Collection Methods: Secondary Data analysis / Desk Review, Qualitative Study (Key informant Interviews, Focus group discussions)*
	2.3 Number of civil servants using e-learning platform for professional development disaggregated by sex, age and disability status (when possible)	E-platform Reports (attendance, certificates, scores)	e-Platform under development	*2021*	Development of Learning platform for professional development completed	Learning platform for professional development piloted	1000 civil servants have used the e-learning platform for trainings, forums and other professional development purposes, in equal and equitable manner	2000 civil servants have used the e-learning platform for trainings, forums and other professional development purposes, in equal and equitable manner	3,000 civil servants have used the e-learning platform for trainings, forums and other professional development purposes, in equal and equitable manner disaggregated by sex, age and disability status (when possible)	*Data Collection Methods: Secondary Data analysis / Desk Review, Qualitative Study (Key informant Interviews, Focus group discussions), Quantitative Study*
	2.4 Number of target public agencies who use public integrity tools	Assessment Report; CSO Reports	0	*2021*	N/A	N/A	Two target public ministries/agencies are ready to use the public integrity tool in planning through capacity building activities	Two target public agencies use public integrity tools	Three target public agencies use public integrity tools	*Data Collection Methods: Secondary Data analysis / Desk Review, Qualitative Study (Key informant Interviews, Focus group discussions), Quantitative Study*

Output 2.1 Target line ministries are equipped with tools and knowledge to implement performance management cycle, including long and medium-term planning, development of individual targets, performance evaluation against these targets and the relevant context-specific professional development processes for achieving representative civil service and expanding agency of women in decision-making.	***Indicators for Output 2.1 to be elaborated at the project inception and approved by the Project Board***
Output 2.2 CSB and target line ministries/agencies have mechanisms in place to foster career development, individual and organizational learning - equally accessible for all, reflecting gender equality and human rights issues.	***Indicators for Output 2.2 to be elaborated at the project inception and approved by the Project Board***
Output 2.3 Civil servants in target line ministries can promptly and expediently resolve work-related disputes through established non-litigious and counter-discrimination mechanisms.	***Indicators for Output 2.3 to be elaborated at the project inception and approved by the Project Board***
Output 2.4 Civil servants in target line ministries have tools developed jointly with non-state actors to enforce and monitor principles of responsibility, integrity, and accountability.	***Indicators for Output 2.4 to be elaborated at the project inception and approved by the Project Board***

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EXPECTED OUTCOMES	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2021	2022	2023	2024	Jan- March 2025	
Outcome 3 Citizens benefit from innovative, human-centred and secure public services, delivered based on uniform standards, that ensure transparency, accessibility and inclusion	**3.1** Number of target service delivery agencies enforcing gender- and disability-inclusive, uniform service delivery standards	Consultants or implementing company reports	Some elements of uniform service delivery standards were introduced in two ministries/agencies	2021	Gender- and disability-inclusive, uniform service delivery standards initiated in one target service delivery agency	Gender- and disability-inclusive, uniform service delivery standards introduced in one target service delivery agency	Gender- and disability-inclusive, uniform service delivery standards introduced in two target service delivery agencies	Gender- and disability-inclusive, uniform service delivery standards introduced in three target service delivery agencies	Four target service delivery agencies have introduced gender- and disability-inclusive, uniform service delivery standards	*Data Collection Methods: Secondary Data analysis / Desk Review, Qualitative Study (Key Informant Interviews, Focus group discussions), Quantitative Study*
	3.1 Net usage rate of e-services	DGA Statistics	423,555	2020	Usage of e-services (my.gov.ge) increased by 5% or remains the same	Usage of e-services (my.gov.ge) increased by 10%	Usage of e-services (my.gov.ge) increased by 20%	Usage of e-services (my.gov.ge) increased by 30%	Usage rate of e-services (my.gov.ge) equals to 635,333, increased by 50% as opposed to baseline	*Data Collection Methods: Secondary Data analysis / Desk Review,*
	3.3 End-user feedback is integrated in at least two targeted platforms	Technical Documentations; DGA Reports	Existing e-platforms are outdated and/or end-user feedback is not available	2021	Works for technical specifications for redesigning / adapting e-platforms for end-user feedback initiated	Technical specifications for redesigning / adapting e-platforms for end-user feedback drafted	Technical works on e-platform adaptation /redesigning initiated	Technical works on e-platform adaptation / redesigning are being piloted	Two e-platforms are operational and are adapted to end-user feedback	*Data Collection Methods: Secondary Data analysis / Desk Review*
Output 3.1 Target service delivery agencies have necessary human and technical resources to deliver services (including e-services) based on gender- and disability-inclusive uniform standards of service design, delivery, quality assurance and costing.					***Indicators for Output 3.1 to be elaborated at the project inception and approved by the Project Board***					
Output 3.2 Citizens and organizations have increased accessibility to e-platforms to receive services and access open data and registers enabling improved service delivery and development of innovative products.					***Indicators for Output 3.2 to be elaborated at the project inception and approved by the Project Board***					
Output 3.3 Citizens can participate – directly, through institutionalized electronic channels, as well as through non-government organizations – in policy- and decision-making and design and delivery of targeted services (with special attention to women and vulnerable groups facing specific constraints (security risks, limited mobility, physical disability, absence of access to e-resources)					***Indicators for Output 3.3 to be elaborated at the project inception and approved by the Project Board***					
Output 3.4 Target service delivery agencies responsible for essential service design and delivery have institutionalized tools and procedures to engage wider public in needs identification and feedback collection					***Indicators for Output 3. to be elaborated at the project inception and approved by the Project Board***					

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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the	Annually, and at the end of the project (final			

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan[7]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final External Evaluation	n/a	1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions.	**UNSDCF 2021-2025 Outcome 1/CPD 2021-2025 Outcome 1:** By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights, and increased representation and participation of women in decision making	January 2025	AoG, donor (UK)	USD 35,000

[7] Optional, if needed

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VII. MULTI-YEAR WORK PLAN [89]

Outcome	Outputs	Fund	Impl. Partner	Budget description	Apr-Dec 2021	2022	2023	2024	Jan-Mar 2025	Full Total
Outcome 1: AoG plans and, together with line ministries, routinely implements evidence-based policy cycle, ensuring effective communication and inclusive public participation. (Atlas Activity 1)	**1.1. The target line ministries have strengthened human resources for evidence-based policy planning, implementation and monitoring, including increased capabilities to apply gender-lens in policy making cycle and exercise good practices responsive to the needs/constraints of women and socially vulnerable groups**	**FCDO 30000**	**UNDP-001981**	71200 Contractual Services Companies (assessment and consultancy services)	45,000	70,000	50,000	45,000	15,000	**225,000**
	1.2. Target line ministries have the technical resources and procedures for performing evidence-based policy analysis that accommodates gender and social vulnerability contexts, ensures regular collection and use of sex disaggregated data and AoG has tools for synthesizing policy inputs for preparing the cabinet decisions and for reporting against national strategic objectives	**FCDO 30000**	**UNDP-001981**	72100 International Consultants	20,000	15,000	25,000	20,000	-	**80,000**
		FCDO 30000	**UNDP-001981**	71300 Local Consultants	35,000	45,000	35,000	40,000	5,000	**160,000**
		FCDO 30000	**UNDP-001981**	72100 Contractual Services Companies (event organizing services -workshops, events, presentations; outreach & communications-printing, publications, audio-visual)	5,000	15,000	10,000	10,000	5,000	**45,000**
	1.3. Collaboration mechanisms and methods are in place for enhancing communication and improving public participation in policy development, in which AoG and non-state actors (CSOs, professional associations, academia) play an institutional role. Public participation explicitly aims to be representative of existing societal fabric (gender, age, ethnicity, geography, disabilities, and other vulnerabilities)	**FCDO 30000**	**Weresearch**	72100 Contractual Services Companies	15,000	15,000	15,000	15,000	10,000	**70,000**
		FCDO 30000	**UNDP-001981**	72600 CSO/Research grants/academia partnerships	15,000	35,000	45,000	35,000	5,000	**135,000**
				Sub-total Output 1	**135,000**	**195,000**	**180,000**	**165,000**	**40,000**	**715,000**
Outcome 2: Citizens benefit from professional, inclusive and politically independent civil service. (Atlas Activity 2)	**2.1. Target line ministries are equipped with tools and knowledge to implement performance management cycle, including long and medium-term planning, development of individual targets, performance evaluation against these targets and the relevant context-specific professional development processes for achieving representative civil service and expanding agency of women in decision-making**	**FCDO 30000**	**UNDP-001981**	71300 Local Consultants	25,000	35,000	15,000	15,000	5,000	95,000
		FCDO 30000	**FAS-012596**	72100 Contractual Services Companies	10,000	10,000	10,000	5,000		35,000
		FCDO 30000	**CSB-006726**	72100 Contractual Services Companies	10,000	15,000	10,000	10,000	0	45,000
	2.2. CSB and target line ministries/agencies have mechanisms in place to foster career development, individual and organizational learning - equally accessible for men and women, reflecting gender equality and human rights issues	**FCDO 30000**	**UNDP-001981**	72100 International consultant (experience sharing)	20,000	25,000	20,000	20,000	-	85,000
			UNDP-001981	Local Consultants (technical and subject-matter)	15,000	10,000	10,000	12,000	10,000	57,000
			CSB-006726	72100 Contractual Services Companies	20,000	28,000	20,000	15,000	15,000	98,000
			UNDP-001981	72100 Information Technology & Software Development	10,000	35,000	25,000	25,000	-	95,000
			UNDP-001981	72100 Contractual Services Companies (event organizing services -workshops, events, presentations; outreach & communications-printing, publications, audio-visual)	10,000	12,000	10,000	10,000	-	42,000
			UNDP-001981	72600 CSO/Research grants/academia partnerships		30,000	25,000	22,000	-	77,000
	2.3. Civil servants in target line ministries can promptly and expediently resolve work-related disputes through established non-litigious and non-discriminatory mechanisms	**FCDO 30000**	**UNDP-001981**	72100 International Consultant	8,000	10,000	12,000	10,000	-	40,000
			UNDP-001981	71300 Local Consultant/Trainer	15,000	20,000	30,000	25,000	10,000	100,000
			UNDP-001981	71300 Local Legal Consultant	5,000	6,000	6,000			17,000
	2.4. Civil servants in target line ministries have tools developed jointly with non-state actors to enforce and monitor principles of responsibility, integrity, and accountability	**FCDO 30000**	**UNDP-001981**	72100 International Consultant	15,000	25,000	15,000	17,000		72,000
			UNDP-001981	71300 Local Consultant	8,000	10,000	7,000	8,000	5,000	38,000
				Sub-total Output 2	**171,000**	**271,000**	**215,000**	**194,000**	**45,000**	**896,000**

[8] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[9] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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Outcome	Outputs	Fund	Impl. Partner	Budget description	Apr-Dec 2021	2022	2023	2024	Jan-Mar 2025	Full Total
Outcome 3: Citizens benefit from professional, inclusive and politically independent civil service. Citizens benefit from innovative, human-centred and secure public services, delivered based on uniform standards, that ensure transparency, accessibility and inclusion. (Atlas Activity 3)	3.1. Target service delivery agencies have necessary human and technical resources to deliver services (including e-services) based on gender- and disability-inclusive uniform standards of service design, delivery, quality assurance and costing	FCDO 30000	UNDP-001981	72100 International Consultants	15,000	50,000	40,000	35,000	-	140,000
			PSDA-009533	72100 Contractual Services (service design, delivery, quality assurance and costing methodologies)	50,000	25,000	25,000	20,000	15,000	135,000
			UNDP-001981	71300 Local Consultants	20,000	30,000	20,000	20,000	5,000	95,000
	3.2. Citizens and organizations have increased accessibility to e-platforms to receive services and access open data and registers enabling improved service delivery and development of innovative products	FCDO 30000	UNDP-001981	71300 Local Consultants	25,000	45,000	15,000	20,000	10,000	115,000
			UNDP-001981	72100 International Consultants	20,000	20,000	18,000	17,000	-	75,000
			DGA-009252	72100 Contractual Services Companies (event organizing services -workshops, events, presentations; outreach & communications-printing, publications, audio visual)	10,000	12,000	12,000	10,000	2,500	46,500
			DGA-009252	72100 Contractual Services Companies (Information Technology and Software Development)	85,000	10,000	35,000	30,000	-	160,000
	3.3. Citizens can participate – directly, through institutionalized electronic channels, as well as through voluntary, professional and other associations – in design and delivery of targeted services and benefit from improved accessibility of policy- and decision-making (with special attention to women and vulnerable groups facing specific constraints (security risks, limited mobility, physical disability, absence of access to e-resources)	FCDO 30000	UNDP-001981	71300 Local Consultants	15,000	25,000	22,000	18,000	10,000	90,000
			UNDP-001981	72100 Contractual Services Companies (Information Technology)	20,000	25,000	25,000	20,000	-	90,000
			UNDP-001981	72600 CSO/Research grants/academia partnerships	40,000	35,000	32,000	30,000	-	137,000
	3.4. Target service delivery agencies responsible for essential service design and delivery have institutionalized tools and procedures to engage wider public in needs identification and evidenced based impact assessments	FCDO 30000	UNDP-001981	71300 Local Consultants (technical and subject-matter)	10,000	15,000	10,000	10,000	5,000	50,000
				Sub-total Output 3	**310,000**	**292,000**	**254,000**	**230,000**	**47,500**	**1,133,500**
Monitoring and Evaluation (Activity 4)	Monitoring & Evaluation	FCDO 30000	UNDP-001981	72100 Contractual Services-Companies and consultants (Study, Research and consultancy Services), local and int.	18,000	20,000	50,000	18,000	15,000	121,000
	Studies/surveys on PAR (Policy Planning, Civil Service, Service Delivery)	FCDO 30000	UNDP-001981	72100 Contractual Services Companies (Study and Research Services) Local	15,000	35,000	40,000	20,000	10,000	120,000
				Sub-total` (M&E)	**33,000**	**55,000**	**90,000**	**38,000**	**25,000**	**241,000**
				Project Activities Total	**649,000**	**813,000**	**739,000**	**627,000**	**157,500**	**2,985,500**
Management (Activity 5)	**ADMIN & MANAGEMENT COST**			**Description**	**Apr-Dec 2021**	**Full Year 2022**	**Full Year 2023**	**Full Year 2024**	**Jan-Mar 2025**	**Full Total**
	Operational costs	FCDO 30000	UNDP-001981	72200/72300/72400 - General operational expenses	**27,287**	**58,016**	**49,016**	**42,816**	**19,479**	**196,614**
	Personnel salaries	TRAC-04000	UNDP-001981	71200 - International Consultant	**28,460**	**202,056**	**202,056**	**202,056**	**50,514**	**808,224**
		FCDO 30000	UNDP-001981	71400 - Conractual services, 61000 -NP/GS Staff, 72100-Int consultant	**151,542**					
				Admin Cost Total	**207,289**	**260,072**	**251,072**	**244,872**	**69,993**	**1,004,838**
				TOTAL NET	**856,289**	**1,073,072**	**990,072**	**871,872**	**227,493**	**3,990,338**
	Overhead (GMS) 8%			75100 Facilities and administration	**66,226**	**85,846**	**79,206**	**69,750**	**18,199**	**319,227**
	TOTAL Budget (UK +TRAC)				922,515	1,158,918	1,069,278	941,622	245,692	4,338,025
	UN Resident Coordination Office (RCO) Coordination Levy 1% (USD)									43,096
	Grand Total (USD)									4,381,121
	o/w UNDP TRAC FUNDS									28,460

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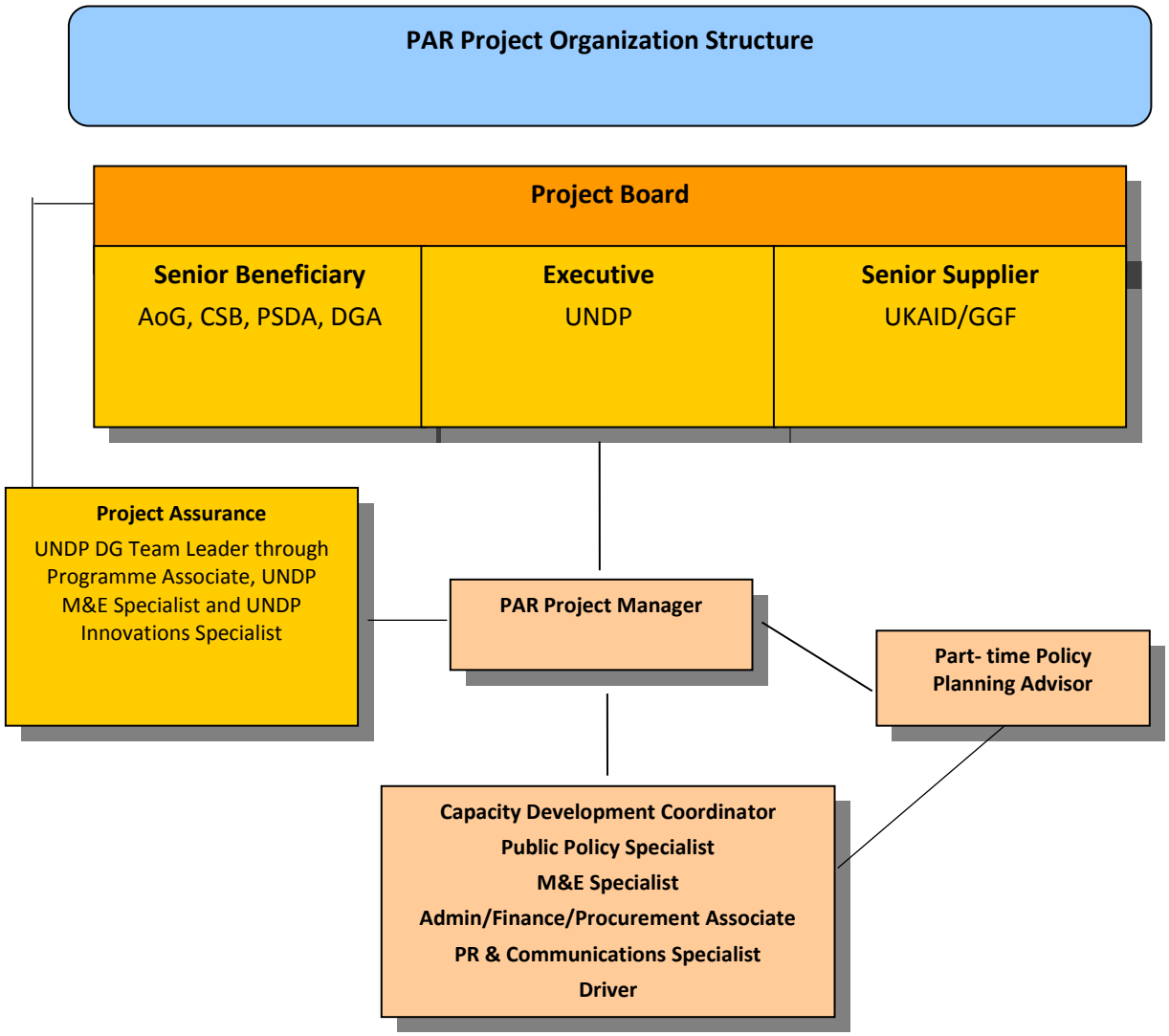
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The organigram below gives a view of project governance structure. The project team will be supported by the UNDP Country Office (CO) through financial reporting and monitoring, M&E and quality assurance, HR issues, equipment purchase & supply, as well as through preparation of public information and communication materials and events.



- **Project Manager (100%):** under the guidance of the UNDP DG Team Leader this position will be responsible for the overall coordination and management of the project while ensuring the quality and timeliness of deliverables. The role will include the following responsibilities: close collaboration with GoG counterparts, external advisors and trainers to effectively manage the PAR implementation process; Formulation of capacity development response in consultation and cooperation with the national counterparts; Serving as a resource person and advising on the challenges and solutions in relation to public administration reform; Managing the project component finances according to the approved budget; if necessary, proposing budget revisions; Supervising major procurement of supplies and equipment for the project and

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related tender documentation; Ensure control on project assets; Develop and maintain excellent relationships will all key partners, stakeholders and beneficiaries; Monitoring and evaluation of the project implementation process/results; Lead the process of identification of relevant expert/consultant/company to effectively undertake planned activities; Support experts/companies in carrying out their activities through supplying them with necessary documents/information to carry their job effectively and efficiently; Ensuring timely and evidence-based reporting; Ensuring effective information flow between the UNDP Project and the UNDP Office; Contribution to further resource mobilization activities; Oversee the work of project component coordinators.

- **Capacity Development Specialist (100%):** this position will be responsible for day-to-day coordination and oversight of the civil service reform component through planning, implementing and monitoring of activities in support to the civil service reform; The main functions of this role will consist of working with the Civil Service Bureau (CSB) and line ministries to support relevant elements of the reform supported by the PAR project, including performance appraisal systems in civil service; establishment of alternative dispute resolution mechanisms; supporting and coordinating respective actions for the enhancement of civil servant training and organizational/continuous learning systems across civil service. Tasks associated with this position will also include supporting to the PAR Project Manager in the identification of relevant capacity development assets/needs and formulate a respective response in consultation and cooperation with the national counterparts; providing timely, high quality and evidence-based reporting in coordination with other staff members; support in ensuring effective information flow between the PAR Project and the UNDP Office in Tbilisi. The Capacity Development Specialist will also work on certain elements of policy planning and coordination pillar mostly focusing on M&E capacity building and E-Systems development, coupled with coordinating and monitoring respective CSO initiatives falling under the civil service reform pillar.

- **Public Policy Specialist (100%):** this position will work with key national agencies responsible for policy planning and coordination and service delivery pillar of the project, including AoG, PSDA, DGA, and others on key elements supported by the project under these two pillar, with a main focus on enhancing evidence-based policy making processes, capacities and skills at AoG and within the line ministries, coupled with development of mechanisms and methods for public participation in policy development. The Public Policy Coordinator will also be tasked to coordinate a set of activities to improve service delivery and enhance quality and accessibility of these services to the wider strata of citizens, coupled with identification of relevant CSO initiatives in consultation with the national counterparts and ensuring monitoring of their implementation; provide timely, high quality and evidence-based reporting in coordination with other staff members and contribute to effective information flow between the PAR Project and the UNDP Office in Tbilisi.

- **Monitoring & Evaluation (M&E) Specialist (100%)**: M&E Specialist will be responsible to ensure that the project M&E systems are robust, provide timely and accurate information, and can serve as evidence for further interventions and advocacy. This staff member will provide guidance to staff, partners and beneficiaries in participatory monitoring, evaluation and research techniques and processes; develop and maintain functional M&E framework for overall PAR projects to track the progress and measure the impact of ongoing project interventions, and provide feedback to fine-tune strategies and activities of the project supported initiatives; develop evaluation tools and processes, innovative approaches in evaluation that meet the requirements of UNDP; design and carry out data collection methodologies, instruments and tools to gather critical information that monitor and evaluate

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the project's progress against targeted outcomes and impact; provide periodic reports to the PAR team on activities, outputs and relevant outcome indicators; contribute to progress reports to donor. This position also ensures that the project activities and interventions are gender and social inclusion sensitive and gender is mainstreamed in project's M&E frameworks.

- **PR and Communications Specialist (25%)**: Project Communications Specialist will be responsible to develop PAR project's communications strategy and support project staff and key partners in their communication-related tasks within the framework of the project, ensuring that project's most relevant activities are properly publicized to the wider public and all the communication materials and statements produced by the project are in full compliance with the UNDP and UKaid/GGF communication, branding and visibility guidelines. The Communication Specialist will be also tasked ensure that project follows sound and workable communication practices established by the UNDP Georgia to ensure consistent information flow, media outreach (including intensive use of social media channels) and commendable image maintenance in the long run.

- **Project Admin/Finance/Procurement Associate (100%):** this function will be responsible for providing full-fledged administrative, finance, and procurement support to the project and serves as a main liaison with UNDP CO operations section while implementing project administrative, finance and procurement operations.

- **PAR Policy Planning Advisor (PPA) (part-time consultant):** the international Advisor, an expert in the field of public administration reform, will be tasked with advising the PAR project under the guidance of the UNDP Governance Team Leader concerning the overall coherence and relevance of the assistance provided through the project by regular analysis of the project implementation context. The PPA oversees the methodological consistency of provided international expertise and – in communication with AoG officials - its alignment with the priorities and needs of the national counterparts. The PPA also provides guidance to the project team and support to the M&E Specialist in planning and implementing the project monitoring and evaluation mechanisms, including through development of the detailed output and outcome indicators. S/he will also suggest strategic and operational adjustments as needed.

- **Driver:** The driver will be responsible to provide logistical support and transportation to the project team.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the government of Georgia and UNDP, signed on 1-Jul-1994. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." The project will be implemented by UNDP Georgia in accordance with its financial regulations, rules, practices and procedures.

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X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA, 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. To this end, 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.

2. 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 the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml.

4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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XI. ANNEXES

1. **Project Design and Appraisal Stage Quality Assurance Report**

2. **Social and Environmental Screening Template**

3. **Letter of Agreement between UNDP and the Administration of Government of Georgia (AoG) for the Provision of Support Services**

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ANNEX 1:

Design & Appraisal Stage Quality Assurance Report

Form Status:	Approved
Overall Rating:	Highly Satisfactory
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
Portfolio/Project Number:	00127668
Portfolio/Project Title:	Supporting Public Administration Reform Phase II
Portfolio/Project Date:	2021-04-01 / 2025-12-31

Strategic Quality Rating: Highly Satisfactory

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

○ 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

◉ 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

○ 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence: Theory of Change is well articulated in the Section 2/Strategy

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	No documents available.		

2. Is the project aligned with the UNDP Strategic Plan?

○ 3: The project responds to at least one of the development settings as specified in the Strategic Plan[1] and adapts at least one Signature Solution[2]. The project's RRF includes all the relevant SP output indicators. (all must be true)

◉ 2: The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)

○ 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence: The project is aligned with SP output 1.1.1

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3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

◉ Yes

○ No

Evidence: The project is linked to both UNSDCF 2021-2025 and CPD 2021-2025 outcomes and outputs (RRF, cover page).

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Relevant Quality Rating: Highly Satisfactory

4. Do the project target groups leave furthest behind?

○ 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.

◉ 2: The target groups are clearly specified, prioritizing groups left furthest behind.

○ 1: The target groups are not clearly specified.

Evidence: Given the nature of the project, which envisages support of the Government in the implementation of 3 pillars of Public Administration reform (1/ Policy Planning and Coordination, 2/ Civil Service Reform and 3/ Service Delivery), target groups are government entities, civil servants and CSOs. All groups are well defined in the description of Expected results.

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5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

◉ 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.

○ 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.

○ 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence: All lessons learned from the previous phase of the project, including previous phase evaluation recommendations are incorporated in the project design. See "Lessons Learned" sub-section of section 2/ Strategy.

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6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

○ 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

◉ 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

○ 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence: The UNDP has been key supporter and partner in the

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country's efforts in Public Administration reform, which made it natural partner for phase 1, as well as the current phase. Review of all partners, actors and stakeholders provided under section 3/ Results and Partnerships.

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Principled Quality Rating: Highly Satisfactory

7. Does the project apply a human rights-based approach?

○ 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

◉ 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

○ 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence: Human Rights is underlying principles of PAR and subsequently the project. It is elaborated under respective section of SESP.

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8. Does the project use gender analysis in the project design?

◉ 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

○ 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

○ 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

Evidence: Transparent and participatory operation of the policy cycle through a set of targeted interventions and reinforcing Gender and Social Inclusion (GESI) perspectives represents one of the objectives of the project. Project interventions will aim to increase the capacity of the ministries and help develop sustainable tools to enforce policies/strategies that reflect gender aspect and are responsive to social inclusion considerations. Indicative activities may include introduction of consistent mechanisms to facilitate integration of gender and social inclusion analysis, including gender impact assessments (GIAs) in the development of Government policies as well as their monitoring and evaluation; adoption of good practices and standards for sex-disaggregated data collection and analysis; design of special measures to ensure meaningful and safe participation, and advocacy; development of guidelines on the composition of consultation groups and criteria to ensure inclusivity

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of the participants in the public consultations stage of the policy cycle. GESI is also incorporated in projects indicators.

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	No documents available.		

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

○ 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)

◉ 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)

○ 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence: Not relevant to the project.

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	No documents available.		

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

◉ Yes

○ No

○ SESP not required because project consists solely of (Select all exemption criteria that apply)

☐ 1: Preparation and dissemination of reports, documents and communication materials

☐ 2: Organization of an event, workshop, training

☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences

☐ 4: Partnership coordination (including UN coordination) and management of networks

☐ 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)

☐ 6: UNDP acting as Administrative Agent

Evidence: SESP attached

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	SESP-PAR2_8883_110	Low		Final	khatuna.chanukvadze@undp.org	7/16/2021 3:21:00 PM

Management & Monitoring Quality Rating: Satisfactory

11. Does the project have a strong results framework?

◉ 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)

○ 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-

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oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)

○ 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

Evidence: Yes, project has strong Results Framework, with SMART Outcome indicators and targets broken by years. Output level indicators will be elaborated at the inception of the project in consultation with the donor.

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	No documents available.		

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

○ 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)

◉ 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)

○ 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence: The project's governance mechanism is fully described under: VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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	No documents available.		

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

○ 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)

◉ 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

○ 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence: The project has Risk Log elaborated per UNDP template.

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	No documents available.		

Efficient Quality Rating: Satisfactory

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:

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i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
iii) Through joint operations (e.g., monitoring or procurement) with other partners.
iv) Sharing resources or coordinating delivery with other projects.
v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

(●) Yes
( ) No

Evidence: Cost-efficiency considerations are discussed in details under sub-section Cost Efficiency and Effectiveness of section IV. PROJECT MANAGEMENT

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No documents available.			

15. Is the budget justified and supported with valid estimates?

( ) 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.

(●) 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.

( ) 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence: The project has detailed budget broken down by years and outputs.

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No documents available.			

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

( ) 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

(●) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.

( ) 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence: The project will recover DPC costs based on Letter of agreement on Support Services

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Effective Quality Rating: Highly Satisfactory

17. Have targeted groups been engaged in the design of the project?

( ) 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or

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affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

- (●) 2: Some evidence that key targeted groups have been consulted in the design of the project.
- ( ) 1: No evidence of engagement with targeted groups during project design.
- ( ) Not Applicable

Evidence: The target of the project is the Administration of the Government (AoG), ministries and public institutions, civil servants and CSOs. AoG, representing public institutions, has been consulted in the design process. Moreover, AoG will serve as implementing partner of the project.

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	No documents available.		

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- (●) Yes
- ( ) No

Evidence: The Project Board will serve this purpose.

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	No documents available.		

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- (●) Yes
- ( ) No

Evidence: The project is marked GEN2.

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	No documents available.		

Sustainability & National Ownership Quality Rating: Highly Satisfactory

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- ( ) 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
- (●) 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- ( ) 1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence: See answer to Q17.

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21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based

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on capacity assessments conducted?

(●) 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.

( ) 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.

( ) 1: Capacity assessments have not been carried out.

( ) Not Applicable

Evidence: Building the capacities of public administration institutions is the primary focus of the project. These capacity building activities will be conducted based on initial needs assessments.

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	No documents available.		

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

( ) Yes

( ) No

(●) Not Applicable

Evidence: N/A, the project is NIM with CO support and UNDP will use its own systems of procurement, M&E, etc

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	No documents available.		

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

(●) Yes

( ) No

Evidence: Sustainability of the project results are considered in details under the sub-section: Sustainability and Scaling Up.

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	No documents available.		

QA Summary/LPAC Comments

LPAC was conducted virtually with the deadline for submission of comments by COB July 16. The LPAC members concluded that the project is relevant and it is in line with the CO and corporate strategic objectives and can be recommended for approval.

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ANNEX 2:

SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Project Information

Project Information	
1. Project Title	Supporting Public Administration Reform in Georgia - Phase 2
2. Project Number (i.e. Atlas project ID, PIMS+)	00127668/output 00121579
3. Location (Global/Region/Country)	georgia
4. Project stage (Design or Implementation)	dESIGN
5. Date	12 July 2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The project will be guided by the Human Rights based approach. All project activities will be based and will apply Human Rights principles such as: Equality and non-discrimination, participation and inclusion, accountability and rule of law. The PAR reform will be approached as a means for safeguarding the basic rights of rights-holders (local citizens, women, vulnerable and other groups) and enabling proper satisfaction of their fundamental rights, needs and interests. Whilst, at the same time, it will provide the duty-bearers at central level stronger capacities and opportunities to effectively fulfil their obligations and increase accountability. Project also responds to address some of the EU directives including on Human Rights. The PAR Roadmap 2015-2020 was the guiding policy document for the PAR project and its counterparts. The international context demands PAR implementation, as within the framework of the Association Agreement (AA) and the Sustainable Development Goals (SDGs), the government has committed itself to addressing a wide range of policy issues, all of which require effective, transparent and accountable administration, ensuring the participatory, inclusive, and gender-sensitive policy process, which guarantees the respect of human rights and fundamental freedoms. The project addresses the Human Rights issues as a cross-cutting theme along with gender equity, inclusiveness, etc.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
Since achieving gender equality and reducing inequalities are fundamental to achieving the Sustainable Development Goals (SDGs), these notions will become integral parts of every stage of the upcoming project. From PAR project perspective, gender equality and social inclusion (GESI) can be achieved through boosting equal access to various aspects of public administration and governance for

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women and men as well as for vulnerable groups, such as people with disabilities and ethnic minorities.

GESI activities will be mainstreamed under each of the project pillars through an indicative objective and integrated within the project's results and risks frameworks. They will also be integrated in all interventions. The project will be guided by this general, three-pronged approach to addressing the GESI objectives:

- **Project management with gender and social inclusion perspective:**
  - The project team will engage with national counterparts to ensure that gender mainstreaming is observed in the design and implementation of interventions, i.e., that impacts on gender equality are analysed in the design phase, gender equality is maintained in implementation, and gender-disaggregated data is collected, where possible, for monitoring and evaluation purposes. Capacity building measures having a long-term effect on representation and power relations in institutions, will be planned and implemented with the focus on proactive involvement of women. Fair representation will be sought in different consultative processes and female experts will be recruited whenever possible.
- **Specific initiatives (studies, research) particularly focusing on gender and social inclusion will be carried out:**
  - PAR project team has previously analysed the career path of women in civil service and explored specific needs for service provision by the police to the women victims of domestic violence. These findings along with study results of other upcoming initiatives will become the basis for GESI sensitive interventions of the project in addressing the systemic and cultural constrains that result in the "glass ceiling" existing in the public sector, limited accessibility of the services, etc.
- **GESI indicators will be mainstreamed in strategic documents and action plans:**
  - The project aims at integrating the application of GESI sensitivity and mainstreaming it as a part of institutional culture in Georgia's civil service. The year 2020 provides an opportunity for gaining momentum in mainstreaming GESI into the PAR new strategy. UNDP-supported PAR Strategy development is a participatory process where UN Women bears an important role for ensuring PAR Strategy gender-sensitivity and high focus on social inclusion. PAR project's collaboration with the UN Women and the AoG sets the solid ground for future institutional partnership and engagement of GESI focused CSO's in PAR implementation, as well as enables meaningful integration of the GESI elements in monitoring and evaluation measures supported by the project.

In order to ensure gender and social inclusion sensitivity of the project, the Results Framework of the PAR-2 was developed in close collaboration with the national GESI consultant. The project will closely collaborate with the Human Rights, Gender Equality and Social Inclusion Unit at UNDP Georgia Democratic Governance Portfolio throughout the project lifecycle. The project will work through a set of recommendations with project counterparts to identify the areas where the most considerable and tangible impact can be made. Apart from mainstreaming gender and social inclusion into the project activities, capacity building activities will be planned for the project team and national counterparts throughout the project duration.

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Briefly describe in the space below how the project mainstreams sustainability and resilience

Development of professional and modern civil service and public administration are decisive for ensuring the resilience of Georgia to internal and external shocks, and for achieving the country's human development objectives by ensuring citizens' access to their rights and services, as well as facilitating development of better public policies.

PAR project Phase 1 has been continuously supporting key GoG institutions in strengthening their policy development and administration capacities. Each initiative has been implemented in a way that aims to maximize the sustainability of results.

The experience and lessons learned from previous interventions as well as UNDP good practices in general will feed into the sustainability strategy of the project's second phase. The approach effectively practiced by PAR project from the very beginning is to implement and maintain effective initiatives and systems that are continually responsive to stakeholders' needs. This is accomplished by examining factors that, if addressed diligently through strategic planning, can increase the sustainability of interventions and their results.

These factors include:

- **Capacity building and institutional strengthening:** PAR-2 emphasizes national ownership through growth in capacity accrued both through professional development initiatives and consultancy support. Thus, institutional strengthening is present strongly across the works-streams of the PAR project, serving as an additional safeguard for delivering sustainable results.
- **Alignment of the program with stakeholder needs:** The project objective is linked to the fulfilment of national and/or agency's strategic priorities. Reforms must meet the needs of intended users and other stakeholders if they are to be sustained. The intervention logic therefore is to support initiatives that are both responding to the major policy and legislative frameworks and are demand driven. To reap the benefits of long-term reform sustainability, focus is placed on activities that are owned by decision-makers, contribute to replicability, institutional strengthening and continuity. Particular emphasis is placed on avoiding creating the aid dependency – through establishment of practices that are sustainable (in terms of human resources, funding, etc.) at the current levels of resource allocation, or provided for in future budgets.
- **Partnership among stakeholders:** Establishing and maintaining already existing highly positive relationships with the stakeholders through donor coordination group is a key part of national ownership and coordinated aid response.
- **Quality of program implementation:** Commitment to the quality of project implementation via participatory and consultative process, fidelity, and project evaluation helps sustain and ensure commitment by key government partners.
- **Measurement, monitoring and evaluation:** Agreement on measurement and evaluation processes, including key project benchmarks and targets, lends transparency to the program and thus has been settled very early in the project initiation phase. Early assessment of needs provides a baseline against which improvements can be measured.

Sustainability has also been strengthened by making the PAR process more inclusive and by intensively engaging civil society initiatives in the reform implementation. According to the evaluation report 'It is important to recognize that PAR is a long-term process that requires patience and perseverance.

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Briefly describe in the space below how the project strengthens accountability to stakeholders
Efforts will be made to develop a viable 'exit plan' for the phase 2 of the PAR project, which could be accomplished through gradual, phased approach along with staggered graduation from specific project areas via intensive cooperation with the key GoG stakeholders and the PAR donors active in the relevant PAR pillars. Given that the timeline of the proposed initiative closely follows the implementation timeframe of the new PAR Strategy (currently spanning from the year 2021 through 2025) the project will apply the 'phasing over' strategy by transferring the program activities to the key Government partners leading the PAR implementation (AoG, CSB, PSDA and DGA). This will be mostly achieved through the capacity building component of the project, which is strongly presented in the design of the proposed interventions, to ensure that the technical assistance and consultancy services provided can continue through local structures. Since the project implementation will influence the ultimate exit plan, it is important that the exit plan remains flexible with the expectation that some of the exit criteria and benchmarks may need to be modified during the project cycle.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: No Risk Identified	I = L =			

	QUESTION 4: What is the overall project risk categorization?		
	Low Risk	X	
	Moderate Risk	☐	
	Substantial Risk	☐	
	High Risk	☐	

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	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
	Question only required for Moderate, Substantial and High Risk projects				
	Is assessment required? (check if "yes")	☐			***Status? (completed, planned)***
	if yes, indicate overall type and status		☐	Targeted assessment(s)	
			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	☐			
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified risks, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☐			
	Gender Equality and Women's Empowerment	☐			
	Accountability	☐			
	1. Biodiversity Conservation and Sustainable Natural Resource	☐			

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	Management		
	2. Climate Change and Disaster Risks	☐	
	3. Community Health, Safety and Security	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Labour and Working Conditions	☐	
	8. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor: Gigi Bregadze, DG Team Leader	16-Jul-2021	UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver: Anna Chernyshova, DRR	16-Jul-2021	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair: Anna Chernyshova, RR a.i.	16-Jul-2021	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*No*
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	*No*
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	*No*
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	*No*
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [10]	*No*
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	*No*
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	*No*
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*No*
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	*No*
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	*No*
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	*No*

[10] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

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	For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	*No*
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	*No*
P.14	grievances or objections from potentially affected stakeholders?	*No*
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	*No*
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	*No*
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	*No*
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	*No*
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	*No*
1.5	exacerbation of illegal wildlife trade?	*No*
1.6	introduction of invasive alien species?	*No*
1.7	adverse impacts on soils?	*No*
1.8	harvesting of natural forests, plantation development, or reforestation?	*No*
1.9	significant agricultural production?	*No*
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	*No*
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	*No*

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1.12	handling or utilization of genetically modified organisms/living modified organisms?[11]	*No*
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[12]	*No*
1.14	adverse transboundary or global environmental concerns?	*No*
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	*No*
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	*No*
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	*No*
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	*No*
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	*No*
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	*No*
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	*No*
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	*No*
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	*No*
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	*No*
3.7	influx of project workers to project areas?	*No*
3.8	engagement of security personnel to protect facilities and property or to support project activities?	*No*
Standard 4: Cultural Heritage		

[11] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.

[12] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

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Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	*No*
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	*No*
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	*No*
4.4	alterations to landscapes and natural features with cultural significance?	*No*
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	*No*
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	*No*
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	*No*
5.3	risk of forced evictions?[13]	*No*
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	*No*
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	*No*
6.2	activities located on lands and territories claimed by indigenous peoples?	*No*
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	*No*
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	*No*
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	*No*
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	*No*

[13] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

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	Consider, and where appropriate ensure, consistency with the answers under Standard 5 above	
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	*No*
6.8	risks to the physical and cultural survival of indigenous peoples?	*No*
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	*No*
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	*No*
7.2	working conditions that may deny freedom of association and collective bargaining?	*No*
7.3	use of child labour?	*No*
7.4	use of forced labour?	*No*
7.5	discriminatory working conditions and/or lack of equal opportunity?	*No*
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	*No*
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	*No*
8.2	the generation of waste (both hazardous and non-hazardous)?	*No*
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	*No*
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	*No*
8.5	the application of pesticides that may have a negative effect on the environment or human health?	*No*
8.6	significant consumption of raw materials, energy, and/or water?	*No*

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ANNEX 3:

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND GOVERNMENT

FOR THE PROVISION OF SUPPORT SERVICES

Dear Mr. Darchiashvili,

1. Reference is made to consultations between officials of the Government of Georgia (hereinafter referred to as "Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide the following support services for the activities of the project:

(a) Identification and/or recruitment of personnel;

(b) Identification and facilitation of training activities;

(c) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of the programme the annex to the Agreement is revised with the mutual agreement of the UNDP resident representative and the Administration of Government of Georgia.

5. The relevant provisions of the *UNDP standard basic assistance agreement with Republic of Georgia* (the "SBAA") signed on 1-Jul-1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

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9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

28-Jul-2021

Signed on behalf of UNDP
Anna Chernyshova
Resident Representative a.i.

For the Government of Georgia:

Ilia Darchiashvili
Head of Administration of Government of Georgia

Date: 12.08.2021

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Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the Administration of Government of Georgia, the institution designated by the Government of Georgia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed Project "Supporting Public Administration Reform in Georgia - Phase 2" (Project # 00127668/output 00121579), *"the Project*".

2. In accordance with the provisions of the signed letter of agreement and the project document, the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Amount and method of reimbursement of UNDP (where appropriate)
1. Payments, disbursements and other financial transactions	2021-2025	Cost-recovery for ISS based on UNDP Universal Price List
2. Recruitment of staff, project personnel and consultants	2021-2025	Cost-recovery for ISS based on UNDP Universal Price List
3. Procurement of services and goods, including disposal	2021-2025	Cost-recovery for ISS based on UNDP Universal Price List
4. Organization of training activities, conferences and workshops, including fellowships	2021-2025	Cost-recovery for ISS based on UNDP Universal Price List
5. Travel authorization, visa requests, ticketing, and travel arrangements	2019-2022	Cost-recovery for ISS based on UNDP Universal Price List
6. Shipment, custom clearance, vehicle registration, and accreditation	2019-2022	Cost-recovery for ISS based on UNDP Universal Price List
7. Supervision of project implementation, monitoring and assistance in project evaluations	2021-2025	Cost-recovery for ISS based on UNDP Universal Price List

4. Description of functions and responsibilities of the parties involved:

UNDP will provide support services to Government as described in the paragraph 3 above in accordance with UNDP rules and procedures; it retains ultimate accountability for the effective implementation of the Project activities;

UNDP will be responsible for the provision of all Project inputs upon a formal request from Government. It will be responsible for administering resources in accordance with the specific objectives, and in keeping with the key principles of transparency, competitiveness, efficiency and economy. The financial management and accountability for the resources allocated, as well as other activities related to the execution of the Project activities will be undertaken under the direct supervision of the UNDP Country Office.

Government will review and clear Annual Work Plans (AWP) and annual progress achieved through Annual Project Reviews based on the approved annual work plans and sign Combined Delivery Reports (CDRs) by the end of each quarter.