

United Nations Development Programme

Country: Georgia

Project Document

Project Title: Confidence Building Early Response Mechanism (COBERM) – Phase 2

UNDAF Outcome(s): (Outcome 2.4): An independent civil society and free media participate effectively in democratic processes.

Expected CP Outcome(s): 2.4 Enhanced capacity of civil society and free and independent media to participate in democratic processes.

Expected Output(s): 2.4.2 NGOs and CSOs at local level empowered to participate in the decision making and agenda setting.

Implementing Partner: UNDP

Responsible parties: Responsible parties will be identified in the course of project implementation, may include NGOs, private companies, UN agencies, central or local authorities.

Brief Description

Overall objective of this EU funded initiative is to enhance peace dividends and foster a peaceful transformation of conflicts in Georgia. Specifically it will aim to provide a rapid response mechanism to support confidence building opportunities which seek to prevent and transform conflicts in Georgia. The project will strive to achieve this objective through identifying and supporting initiatives which enhance stability and security, promote peaceful resolution of political differences and have a demonstrable impact on confidence building in communities affected and/or at risk of conflicts.

The initiative is expected to achieve the following results:

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

Programme Period:	<u>2011-2015</u>	Total budget:	<u>6,476,683.94USD</u>
Key Result Area (Strategic Plan):	Recovery	Total allocated resources:	
Atlas Award ID:	00067266	• Regular	_____
Atlas output ID:	00083137	• Other:	_____
Start date:	<u>3 June 2012</u>	EU	<u>6,476,683.94USD</u>
End Date :	<u>3 June 2015</u>		<u>(equiv. EUR 5,000,000)</u>
LPAC Meeting Date	30-May-2012	Unfunded budget:	_____
Management Arrangements	DIM	In-kind Contributions	_____

Agreed by UNDP:

Jamie McGoldrick

UNDP Resident Representative



Date: 17-Dec-2012

I. SITUATION ANALYSIS

Problems of territorial integrity and related issues of human rights dimension remain vital in Georgia. Mutual distrust and limited interaction of societies across conflict divides are largely instigated by physical and psychological barriers in place. Within this context, international support is necessary to facilitate and support dialogue between communities, political forces and civil society across conflict divides in order to:

- a) Support opportunities for confidence building through direct people-to-people contacts and
- b) Build an enabling environment within the affected communities to strengthen the respect for democratic processes as a basis for direct confidence building.

The lack of an early recovery mechanism, which would identify opportunities and support such engagements, has been identified as a major gap. The existing mechanisms available after the 2008 conflict were either not designed to facilitate such a response or characterized by complex internal organizational processes. As a result, they have proven to be cumbersome and slow in translating ideas from the grassroots level into immediate action.

In collaboration with the EU and via the Confidence Building Early Recovery Mechanism (COBERM), UNDP has been set up to address this gap. Since its existence, COBERM has been able to support civil society peacebuilding initiatives in Abkhazia and across the ABL, whilst avoiding politicization of this programme activity. In regard to South Ossetia, which most international humanitarian and development actors have been unable to access since 2008, COBERM is the main initiative supporting a significantly underdeveloped civil society. Through its engagement in Abkhazia, South Ossetia, areas adjacent Administrative Boundary Line (ABLs) and other affected communities in Georgia, COBERM has come to be regarded as a trusted and impartial partner by the parties to the conflict and respective civil society on all sides of conflict divides.

Lessons learned

The lessons learned are based on the findings of the independent evaluation team of COBERM and can be summed up as follows:

Design and Relevance: COBERM design was evaluated as clearly relevant to the post-conflict environment and remains so today. It has successfully engaged with civil society across divisions both within communities and between them.

Efficiency: The utilisation of resources to achieve the envisaged results has been evaluated as efficient. Funding 62 confidence building interventions within a two-year implementation period and ensuring that grantees are accountable and transparent in their activities clearly demonstrated this. The enthusiasm for a COBERM II underlines that some capacity has been built and that there is scope for further support of initiatives that contribute to confidence building and peace. Furthermore, grantees increasingly understand the importance of accountability in their relations with both donors and their beneficiaries.

Effectiveness: The project has been effective in that the results attained have contributed to achieving the specific objective of the programme. The 62 funded projects have responded to eight different sectors, key amongst them being youth, income generation, and confidence and capacity building generally.

Impact: Impact has been necessarily limited at this point in time. Despite some positive short-term effects, medium- to long-term impact following a two year intervention is questionable. In the evaluation team's view, the main impact that can be claimed is that COBERM has successfully laid the foundations for future confidence building activities.

Sustainability: As with impact, at this early point in time sustainability remains dependent on access to human and financial resources.

In conclusion, the independent evaluation team assessed that drawing comparisons with similar investments in other post-conflict environments¹ shows that the project's achievements have been effective. A number of grantees, for example, reported ongoing contacts between their individual project participants and on-going exchanges either via direct communication (e.g. visits, phone calls) or social networking, even after the end of their COBERM grant. Others reported that they had been able to identify additional resources that enabled them to continue activities and meetings, albeit at a much reduced level. Notwithstanding this, effectiveness was limited by both the scale of the challenge and the implementation time frame of the action. Both unequivocally demonstrate that confidence building for conflict reduction requires time and sustained human and financial resource, a reality borne out by international experience. In sum, COBERM laid the groundwork for future confidence building activities in support of conflict reduction efforts. Given the effectiveness and relevance of the original COBERM programme, all recommendations support the continuation of a second phase that would enable further confidence building initiatives to gain roots and develop further.

Additional lessons learned during the implementation of COBERM stem from monitoring the political situation and a continuous dialogue with the COBERM partners, including coordination meetings and meetings with relevant officials, as summarized below:

On-going analysis of the political developments and overall situation has been crucial for implementation of the COBERM programme: timely risk assessment brought about proper risk management, including decisions on the need of contingency planning, particularly with regard to delicate issues such as conflict transformation initiatives, confidence building, enhancing people to people contacts and dialogue. During the implementation of the COBERM programme, the political context and developments had been very dynamic and unpredictable and thus had a critical impact on its effectiveness. In October 2010, the Government of Georgia adopted legislation regulating engagement with the two breakaway regions, including all actors operating within their territory. This substantially complicated various technical aspects of COBERM implementation, from transfer of finances to implementing partners in Abkhazia and South Ossetia, to travel arrangements for project participants. At the same time, the political implications (the perception in Abkhazia and South Ossetia that COBERM was part of the Georgian Strategy for "deoccupation") required careful management to ensure participation by Abkhaz and Ossetian participants. Various other political developments at times threatened to disrupt the programme, and certainly created delays in implementation of its sub-projects.

Another important lesson learned is that it is crucial to keep COBERM a neutral mechanism with a limited amount of bureaucracy and widest possible amount of flexibility. This allowed for securing applications from Abkhazian and South Ossetian organizations in particular.

Another lesson learned was that decision making by consensus between the EU and UNDP proved to be very effective. During the duration of the project, EU and UNDP reacted promptly to support initiatives with confidence building potential. Thus, fruitful EU and UNDP coordination and collaboration should continue, including continuation of coordination among the international community that undertake similar activities. Other actors, for example the EU Monitoring Mission (EUMM), have been invited in an ad-hoc manner to share their experiences and knowledge with the Evaluation Committee to ensure a more informed decision on specific project activities.

In spite of the tremendous support needed by South Ossetian non-governmental organisations (NGOs) for opportunities for peacebuilding, projects funded could not be monitored through field visits due to the lack of access for international organizations. Instead, project implementation was closely monitored through frequent contacts with the NGOs and submission of electronic documentation (pictures, participants' list, media articles etc.). Combined with attending events/activities in third countries, this produced a good monitoring and evaluation practice for South Ossetia

¹ E.g Northern Ireland, Cyprus, Philippines, Kosovo

Another important lesson from the past two years is that despite years of implementing donor-funded projects, a significant amount of local organisations still have difficulties in terms of proposal and reporting writing, as well as a need to improve the operation of the organisation.

Therefore both capacity strengthening and rejuvenation of the civil society sector are needed to better contribute to conflict transformation processes. This in turn would contribute to solidifying peacebuilding, tolerance and stimulate development of new directions in which people can become active. (e.g. creation of new economic opportunities for improved livelihoods, skills improvement for youth to become aware of democratic values and principles, development of media work to bring about objective reporting and stimulation of peace journalism etc.) Related, civil society lack of influx of a new generation of civil society activists is at risk of further weakening of this sector, especially in conflict areas that are dominated by a limited number of NGOs. There is therefore a need for new organizations, specifically working with and for young people to be given the opportunity to acquire skills, deepen their understanding and bring their own contributions to conflict transformation and ultimately to irreversibly set their societies on the path of peaceful and prosperous societies. Furthermore, civil society actors, old and new need to be stronger for engaging in dialogue with authorities on issues related to conflict transformation, peacebuilding and development of their own societies. Although aimed at confidence building and conflict transformation, given its scale and outreach of the second phase of COBERM will include a new strategic direction to strengthen and rejuvenate the civil society sector working or interested to start working in the field of conflict prevention, conflict transformation and peacebuilding.

II. STRATEGY

COBERM was designed as a strategic and flexible mechanism to provide rapid support to confidence building opportunities in divided and/or conflict-affected communities in Georgia; thus, to date, COBERM drew its effectiveness from this very ability to support a varied number of initiatives in an operative way. At the same time, COBERM followed a very rigorous evaluation of proposals, done jointly by the EU and UNDP, by means of setting up an Evaluation Committee, that provided technical advice, and a Steering Committee, that was the main decision making body for selection of proposals for funding.

One of the strengths of COBERM was the ability to both support dialogue projects between representatives from both sides of the divide as well as innovative ideas related to confidence building. Ideas were sought from different sources –individuals in the communities or organizations, research institutes, universities, think tanks, etc. Such activities included, for example, a meeting of Abkhaz, Georgian and Ossetian historians in Vilnius to discuss issues of academic cooperation; meeting of Georgian and Abkhaz doctors for development of a strategy for screening against breast and cervical cancer; support for farmers (IDPs and mixed families) in developing an irrigation system, including joint water management; summer camps for Georgian, Abkhaz and Ossetian youth with a view to fostering tolerance, eradicate stereotypes and acquire skills on conflict prevention. As an example of the kinds of activities which might be supported through COBERM II, Annex IV (“Past Activities”) provides a complete list of the 62 sub-projects implemented as part of the first phase of COBERM. COBERM will continue being open for grass-root level ideas. At the same time, during its second phase, COBERM will also proactively explore new and larger opportunities for confidence building between the divided communities or communities populated with different ethnicities on one side of ABL.

During the second phase of COBERM all initiatives will be selected through a competitive process, namely through a series of open calls for project ideas from primarily civil society organizations.² A rigorous evaluation process of project ideas will be done jointly by EU and UNDP; recommendations will be reached on a consensus basis. This will be followed by the submission of project proposals by the organizations whose ideas are approved; the project proposals that will be evaluated once again in a rigorous manner; final decision on funding will be made as during the first phase of COBERM, by the Steering Committee, by consensus. As before, a conflict sensitive approach, which seeks to facilitate and not to jeopardize connectivity, will be at the heart of the initiatives targeted by COBERM. Furthermore, capacity building support will be tailored to meet the needs of the implementers, and will include both

² The given procurement method will be determined based on the activity to be carried out (as an example, tender process will be used for activities with primarily infrastructure rehabilitation elements whereas open competitive calls for project ideas will be sought from civil society).

trainings on substantive issues related to conflict prevention and transformation as well as trainings on project management and implementation.

Expected results:

1. Increased direct people-to-people contacts across conflict divides to foster the culture of tolerance between and within communities affected and/or at risk of violent conflicts,
2. Local and national peace building initiatives strengthened to provide direct peace dividends to communities affected and/or at risk of violent conflicts.
3. Peace enabling environment enhanced including capacities within communities, civil society and media to mediate political differences through peaceful and constructive ways.
4. Civil society further enabled to implement confidence building initiatives through capacity strengthening and improving capabilities within local civil society organisations.

Methodology

During its second phase, COBERM will continue to be a neutral platform that allows for the articulation and implementation of initiatives with confidence building elements. At the same time, the second phase of COBERM will also allow for implementation of confidence building initiatives within communities populated by different ethnicities on one side of the ABL. Ideas may originate from and be submitted by any individual or an organization working with and in the communities affected by conflicts.

The selection process for identifying project ideas and proposals during COBERM II will be the following:

Step 1: COBERM II priorities and selection criteria identified

COBERM priorities and criteria will be identified in a consultative manner and taking into account the findings from the independent evaluation report, feed-back received from counterparts and partners. Priorities and criteria will be agreed between UNDP and the EU at the beginning of the project.

Based on the independent evaluation of the first phase of COBERM, suggested areas for future project priorities could include the following (list not exhaustive):

- Projects that enhance the role of women in peace-building, involving at least Abkhaz, South Ossetian and ethnic Georgian women³;
- Projects that support youth initiatives in peace building, including their capacity development for civic activities;
- Project with cross-ABL trade and economic facilitation relevance;
- Projects that would promote peace building awareness through media, including increased professionalism in media coverage and use of social media for people-to-people connectivity and conflict transformation.

All ideas for the second phase of COBERM grants will be reviewed and scored against pre-set criteria identified at the outset of the project through a consultative process between the EU, UNDP, relevant partners and former beneficiaries. Based on the evaluation of the first phase, criteria should take into account whenever possible a) establishment of nodes of investment (e.g. concentration of projects), b) new confidence building initiatives proposed by young people or which focus on young people, c) projects that involve a partner across the ABL, and d) projects that have a clear element of sustainability.

³ Should this be chosen as one of the themes, close collaboration/coordination is envisioned with the planned "EU/UN Women Innovative Action for Gender Equality in Georgia" to avoid overlap and ensure complementarity. This project can, on the other hand, benefit from UNDP presence on the ground in Abkhazia, experiences working with some of the most prominent Abkhaz women's organizations, as well as concrete collaboration in such similar activities as ensuring Abkhaz access to achieve material of historic and cultural value available in Tbilisi and elsewhere in Georgian archives and research institutes. COBERM will likely be an important source as well for UN Women in the envisioned assessment of women's involvement in existing confidence building and people-to-people diplomacy programmes, and this can hopefully lead to further possibilities of collaboration between EU, UN Women and UNDP.

In practical terms, criteria will be preliminarily finalized by the COBERM Project Team in the Inception Phase and agreed with the Evaluation Committee.⁴ After the initial agreement with the Evaluation Committee these criteria will be approved by the Steering Committee and shared with the Advisory Board.

Amendments to the criteria can only be made by a decision of the project's Steering Committee. This could be relevant after periodical consultations with the Advisory Board and other stakeholders or at any stage of the project upon advice of the Evaluation Committee (see COBERM structure and decision making below) to reflect evolving dynamics on the ground. No addendum to the contract will be required for this purpose.

Step 2: Dissemination of information

COBERM Project Team will be proactive in identifying partners that can contribute confidence building ideas. Information about the mechanism will be disseminated widely to encourage ideas from the grassroots – community interlocutors, community-based and international NGOs, and other interested organizations. Based on the agreed priorities and selection criteria for proposals and/or tenders, calls for proposals will be launched and information about these widely disseminated.⁵ Concretely, dissemination of information about the COBERM II programme will be done through web-based announcements and requests for submission of project ideas against a deadline. Several meetings will be held on information sharing about the application process to COBERM.

Dependent on the decision of the Steering Committee upon the advice of the Evaluation Committee interventions may be also selected through open tenders or originate from and be submitted by any individual, organization working with and in the communities affected by conflicts.

Step 3: Evaluation and selection of project ideas and project proposals

As noted already, organizations interested to apply for COBERM funding will be requested to submit a project idea in a standard format, whereas the main activities, partners, risks and a budget have to be clearly identified. The submission of a project idea will have to meet a specific deadline. COBERM Project Team will then apply the following criteria to review the project ideas: level 1 = direct impact on confidence building across conflict lines and level 2 = enabling environment i.e., creating conditions for possible direct impact. The COBERM Project Team will have all project ideas translated into English (if needed), then they will review and score them based on specific criteria relevant to confidence building and ability to demonstrate that the proposed idea was bringing together partners from the conflict affected areas or can contribute towards peacebuilding. Further, these proposals and their preliminary assessment will be reviewed by the Evaluation Committee. The Evaluation Committee will then make its recommendations to the Steering Committee, by consensus. Final decision on requesting the development of a full-fledged project proposal, including a budget (using the COBERM format) will be made by the Steering Committee, by consensus. Upon the decision of the Steering Committee, the applicants whose project ideas will be approved by the Steering Committee will be requested to develop full project proposals within a set deadline. A standard form for proposal and budget as well as a guidance note for filling out these forms will be provided by the COBERM Project Team to the respective organizations. Upon receipt of the full project proposals, the Project Team will conduct their initial screening against pre-set criteria and prepare their recommendations - a draft prioritised/ranked list - for the COBERM Evaluation Committee. The Evaluation Committee will review this list and make their recommendations, by consensus, to the Steering Committee. The final decision on funding of a full project proposal will be made by the Steering Committee, by consensus.

Tenders will be evaluated by pre-approved committee with COBERM Project Team represented as well as relevant UNDP operational staff, as deemed necessary, following standard UNDP rules and procedures. Tender documents will be pre-approved by the Steering Committee based upon recommendation from the Evaluation Committee, and the result of the tender process will also be shared with these two bodies.

⁴ For COBERM structure and decision making, see below

⁵ Internet access can be a problem in some rural areas of Abkhazia and in South Ossetia in general. However, based on experience during the first phase local organizations, those who would potentially engage in open tenders, all have access to Internet. In addition, in another project UNDP is establishing small internet cafe's especially targeting youth in seven Abkhazian towns. Finally, as before the forms will be widely distributed through other means, as it was the case during the first phase.

Step 4: Capacity assistance to local NGOs and partners

Capacity strengthening for civic activity is a cross-cutting theme, which will be pursued in all areas to the extent possible. The capacity building strategy will include three levels:

a) Educational/awareness component on substantive issues related to conflict prevention theories, concepts, and practices for peacebuilding to help stimulate ideas relevant to the local context;

b) Improvement of management and administrative capacity of the COBERM grantees to ensure that grantees understand the project management function of the logframes and to improve monitoring and reporting. These skills will help them to be able to apply for other funding beyond the COBERM project. Thus, the trainings will be focused on project proposal development and project management cycle, including the logframe development, monitoring and evaluation.

c) Provision of trainings that will improve knowledge and skills, on peacebuilding, human rights, advocacy and communication, etc. in order to be more knowledgeable in presenting their own work to target audiences, improve ability to address sensitive issues with authorities or other bodies, etc. While the themes for these trainings will be determined in cooperation with local partners, and could include a wide range of topics, such as conflict prevention, conflict resolution, conflict analysis, policy dialogue, role of women in peace-building, and for NGOs working specifically on human rights issues, trainings on human rights instruments, monitoring of human rights implementation, reporting, awareness raising will also be considered. Rosters of trainers with relevant backgrounds will be set up at the beginning of the project.

Thus, during the second phase of COBERM, the following types of trainings will be provided to NGOs and partners, among others:

- 1) General informational sessions in the form of introductory lectures on concepts and tools for conflict prevention and peace building to stimulate ideas for confidence building (prior to submission of project idea phase):
- 2) Training on project cycle management for NGOs (although tailored for those NGOs invited to submit full proposals, invitation to other civil society organisations will be considered based on availability) to improve quality of project proposals (prior to submission of full proposal phase for selected organizations)
- 3) Training on UNDP project implementation rules, regulations, requirements, etc., and EU visibility issues to improve quality of project implementation (before contracting for COBERM grantees.)
- 4) Trainings on communication, advocacy on sensitive issues, etc; and other topics related to conflict prevention and peacebuilding to improve skills and competencies of partners (on an ad hoc basis for COBERM grantees).

Step 5: Contracting

Before contracting the grantees, a capacity assessment to implement the proposed project will be undertaken by UNDP. Subsequently, grantees will be contracted using the "Microcapital grant agreement" format or procurement contracts.

Step 6: Implementation

COBERM grantees will be expected to implement their projects according to the contractual arrangements. In addition, the grantees activities will be monitored by the COBERM Project Team by means of on the spot visits, including participation in key public events. Furthermore, organizations that will receive grants will have to submit narrative and financial reports according to their own schedule of payments. Consultations and technical assistance to help with troubleshooting will be provided by the COBERM Project Team as needed. At the end of the projects, organizations will be required to submit a final narrative and financial report as well as an audited financial statement that will certify that funds disbursed through the grant were used in accordance with the contract between them and UNDP.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

2.4 Enhanced capacity of civil society and free and independent media to participate in democratic processes.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicators: Number of active CSOs in regions.

Baseline: 2.4.1 Active CSO/NGOs are mostly concentrated in the capital. While in regions, organizations last until donor funding is available.

Targets: 2.4.1. At least 2 active and sustainable NGOs in each of the ten regions.

Applicable Key Result Area (from 2008-11 Strategic Plan): Special initiative

Partnership Strategy: Local and international NGOs, Think-tanks etc.

Project title and ID (ATLAS Award ID): Award 67266 Output 83137

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESP. PARTIES	INPUTS
<p>Output</p> <p>Confidence building opportunities seeking to prevent and transform conflicts in Georgia through the provision of a rapid response mechanism is supported, as well as those actors positively influencing these dynamics are strengthened.</p> <p>Baseline1.1: Rapid response mechanism was established to support confidence building opportunities which seek to prevent and transform conflicts in Georgia. However, the existing mechanism still has to facilitate such a response and continue its assistance in translating the ideas from the grassroots into immediate actions.</p> <p>Baseline2.1: Myths and prejudices prevail, perceptions across community divides manifested in a lack of trust/confidence, limited cross-community interaction and persisting risk of violence.</p> <p>Baseline2.2: Polarized opinions vis-à-vis process for reconciliation; Physical and invisible divides hinder dialogue and prevent peaceful transformation/prevention of conflicts. Violent resolution of disputes remains a</p>	<p>Targets for 2012: 1/ Contracts signed with project staff and project fully operational 2/ New Criteria for COBERM sub-projects developed and Call for Proposal designed and announced</p> <p>Targets for 2013: 1.1/ At least 50,000 people in 50 communities having direct interaction across conflict areas through grassroots opportunities identified and sub-projects designed/implemented to support direct people-to-people contacts or enhance an enabling environment within the divided communities; 2.1/ At least 30 issues/conflict triggers identified and resolved through dialogue peaceful means. 2.2/ Improved access to services (through infrastructure development initiatives), which have a demonstrable positive "spillover" effect near the ABL (at least 5 initiatives). 3.1.1/Community capacities of at least 20 NGOs particularly related to the role of women and youth in non-violent conflict resolution increased. 3.1.2/ Empowered women and youth (at least 40%) playing increasing role in peaceful transformation of conflicts. 3.2/ At least one civil society network formed or strengthened; Capacity of at least 25 national NGOs to mediate local level conflict and hold authorities accountable through peaceful and constructive means improved. 3.3/ Professionalism of at least 2 media companies in providing balanced, factually</p>	<p>ACTIVITY 1: Management & M&E 1.1/ Implement project activities 1.2/ Monitor, evaluate & report</p> <p>ACTIVITY 2: COBERM Sub-Projects 2.1/ Disseminate information about initiation of COBERM –Phase II (web-based Call for project ideas and Project Proposals) 2.2/Conduct general and ad hoc trainings in conflict prevention and peace building for NGO representatives 2.3/ Evaluate sub-project ideas according to the pre-set criteria 2.4/ Identify potential implementing partners, if needed 2.5/ Invite submission of full project proposals from CSOs who submitted relevant confidence building project ideas. 2.6/Conduct trainings in Project Cycle Management for potential implementing agencies 2.7/ Evaluate fullproject proposals</p>	<p>UNDP, Other UN agencies, civil society organizations (CSOs)</p>	<p>Salaries for Project Staff, Grants to NGOs, translationcosts, operational costs.</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESP. PARTIES	INPUTS
<p>high risk.</p> <p>Baseline3.1: A high proportion of community members, particularly women, declare not having access to confidence building mechanisms. However, women are actively representing their communities in confidence building activities implemented in the field.</p> <p>Baseline3.2: Limited capacity of national NGOs to mediate local level conflict. Persisting lack of professionalism of the media in providing balanced, factually accurate and contextually authentic information while covering crisis situations.</p> <p>Indicator 1.1 1.1/ Number of people and communities having direct interaction across conflict divides</p> <p>Indicator 2.1 2.1/ Changed perceptions and attitudes measured through public surveys/opinion polls</p> <p>Indicator 2.2 2.2/ Number and type of issues/conflict triggers identified and resolved through dialogue/peaceful means</p> <p>Indicator 2.3 2.3/ Improved access to services (through infrastructure development initiatives), which have a demonstrable positive 'spill over' effect near the ABL.</p> <p>Indicator 3.1 3.1/Community capacities particularly the role of women in non-violent conflict resolution increased</p> <p>Indicator 3.2 3.2/ Civil Society and Government contacts; engagement of the civil society and media in decision making process and its capacity to hold authorities accountable through peaceful and constructive means increased.</p>	<p>accurate and contextually authentic information while covering crisis situations enhanced.</p> <p>Targets for 2014: 1.1/ At least 50,000 people in 50 communities having direct interaction across conflict areas through grassroots opportunities identified and sub-projects designed/implemented to support direct people-to-people contacts or enhance an enabling environment within the divided communities;</p> <p>2.1/ At least 30 issues/conflict triggers identified and resolved through dialogue peaceful means.</p> <p>2.2/ Improved access to services (through infrastructure development initiatives), which have a demonstrable positive "spillover" effect near the ABL (at least 5 initiatives).</p> <p>3.1.1/Community capacities of at least 20 NGOs particularly related to the role of women and youth in non-violent conflict resolution increased</p> <p>3.1.2/ Empowered women and youth (at least 40%) playing increasing role in peaceful transformation of conflicts.</p> <p>3.2/ At least one civil society network formed or strengthened; Capacity of at least 25 national NGOs to mediate local level conflict and hold authorities accountable through peaceful and constructive means improved..</p> <p>3.3/ Professionalism of at least 2 media companies in providing balanced, factually accurate and contextually authentic information while covering crisis situations enhanced.</p> <p>Targets for 2015: 2.1/ At least 5 issues/conflict triggers identified and resolved through dialogue peaceful means.</p> <p>2.2/ Improved access to services (through infrastructure development initiatives), which have a demonstrable positive "spillover" effect near the ABL.</p> <p>3.1.1/Community capacities of at least 10 NGOs particularly related to the role of women and youth in non-violent conflict resolution increased</p> <p>3.1.2/ Empowered women and youth (at least 40%) playing increasing role in peaceful transformation of conflicts.</p> <p>3.2/ Capacity of at least 10 national NGOs to mediate local level conflict and hold authorities accountable through peaceful and constructive means improved.</p> <p>3.3/ Professionalism of at least 1 media companies in providing balanced, factually accurate and contextually authentic information while covering crisis situations enhanced.</p>	<p>2.8/ Conduct capacity assessments for selected CSOs to be funded</p> <p>2.9/ Formalize contracts with implementing agencies and/or organizations</p> <p>2.10/ Implement sub-projects and monitor their implementation</p>		

IV. ANNUAL WORK PLAN

Year: 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET/USD			
		Q1	Q2	Q3	Q4		Funding	Account	Budget Description	Amount
Rapid response mechanism established to support confidence building opportunities which seek to prevent and transform conflicts in Georgia.	ACTIVITY 1: <u>Management & M&E</u>		X	X	X	UNDP	EC	71400	Coordinator/Tbilisi (Tbilisi) (SB4-Q1)1	17,378.14
			X	X	X	UNDP	EC	71400	Coordinator/Abkhazia (Sukhumi) (SB4-Q1)2	17,378.14
			X	X	X	UNDP	EC	71400	Finance/Admin Assistant (Tbilisi) (SB3-Q1)	11,669.67
			X	X	X	UNDP	EC	71400	Programme Assistant (Tbilisi) (SB3-Q1)	11,669.67
			X	X	X	UNDP	EC	71400	Driver (Tbilisi) (SB1-MID)	5,553.53
			X	X	X	UNDP	EC	71400	Driver (Sukhumi) (SB1-Q1)	5,553.53
			X	X	X	UNDP	EC	71400	Cleaner - Tbilisi (SB1-Q1 part time)	2,776.76
			X	X	X	UNDP	EC	61300	International Programme Manager - P4 (Tbilisi)3	114,747.69
			X	X	X	UNDP	EC	71600	Daily Substance Allowance (DSA)	2,590.67
			X	X	X	UNDP	EC	72200	Purchase or rent of vehicles	30,194.30
			X	X	X	UNDP	EC	73400	Vehicle costs (fuel and maintenance)	5,032.38
			X	X	X	UNDP	EC	73100	Office rent (Tbilisi)(Sukhumi)	13,989.64
			X	X	X	UNDP	EC	72500	Consumables - office supplies	1,554.40
			X	X	X	UNDP	EC	73100	Other services (tel/fax, electricity/heating, maintenance)	5,440.41
			X	X	X	UNDP	EC	74220	Translations / Interpreters	2,331.61
			X	X	X	UNDP	EC	75100	GMS 7%	17,350.24
								TOTAL	265,210.79	

Year: 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET/USD			
		Q1	Q2	Q3	Q4		Funding	Account	Budget Description	Amount
Rapid response mechanism established to support confidence building opportunities which seek to prevent and transform conflicts in Georgia.	<u>ACTIVITY 2: COBERM Sub-Projects</u>	X	X	X	X	UNDP	EC	72615	Confidence building initiatives	2,064,973.70
	<u>ACTIVITY 1: Management & M&E</u>	X	X	X	X	UNDP	EC	75100	GMS 7%	144,548.16
		X	X	X	X	UNDP	EC	71400	Coordinator/Tbilisi (Tbilisi) (SB4-Q1)1	34,756.28
		X	X	X	X	UNDP	EC	71400	Coordinator/Abkhazia (Sukhumi) (SB4-Q1)2	34,756.28
		X	X	X	X	UNDP	EC	71400	Finance/Admin Assistant (Tbilisi) (SB3-Q1)	23,339.35
		X	X	X	X	UNDP	EC	71400	Programme Assistant (Tbilisi) (SB3-Q1)	23,339.35
		X	X	X	X	UNDP	EC	71400	Driver (Tbilisi) (SB1-MID)	11,107.06
		X	X	X	X	UNDP	EC	71400	Driver (Sukhumi) (SB1-Q1)	11,107.06
		X	X	X	X	UNDP	EC	71400	Cleaner - Tbilisi (SB1-Q1 part time)	5,553.53
		X	X	X	X	UNDP	EC	61300	International Programme Manager - P4 (Tbilisi)3	229,495.38
		X	X	X	X	UNDP	EC	71600	Daily Substance Allowance (DSA)	12,953.37
		X	X	X	X	UNDP	EC	71600	International Travel	5,829.02
		X	X	X	X	UNDP	EC	72800	Furniture & laptops/6pers.,printer,scanner,copier, camera	6,476.68
		X	X	X	X	UNDP	EC	73400	Vehicle costs (fuel and maintenance)	10,103.63
		X	X	X	X	UNDP	EC	73100	Office rent (Tbilisi)/(Sukhumi)	27,979.27
		X	X	X	X	UNDP	EC	72500	Consumables - office supplies	3,108.81
		X	X	X	X	UNDP	EC	73100	Other services (tel/fax, electricity/heating, maintenance)	10,880.83
		X	X	X	X	UNDP	EC	74220	Translations / Interpreters	4,663.21
		X	X	X	X	UNDP	EC	72135	Visibility actions	25,124.35
		X	X	X	X	UNDP	EC	75100	GMS 7%	33,640.14
TOTAL										2,723,735.45

Year: 2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET/USD			
		Q1	Q2	Q3	Q4		Funding	Account	Budget Description	Amount
Rapid response mechanism established to support confidence building opportunities which seek to prevent and transform conflicts in Georgia.	ACTIVITY 2: COBERM Sub-Projects	X	X	X	X	UNDP	EC	72615	Confidence building initiatives	1,835,532.18
		X	X	X	X	UNDP	EC	75100	GMS 7%	128,487.25
	X	X	X	X	UNDP	EC	71400	Coordinator/Tbilisi (Tbilisi) (SB4-Q1)1	34,756.28	
	X	X	X	X	UNDP	EC	71400	Coordinator/Abkhazia (Sukhumi) (SB4-Q1)2	34,756.28	
	X	X	X	X	UNDP	EC	71400	Finance/Admin Assistant (Tbilisi) (SB3-Q1)	23,339.35	
	X	X	X	X	UNDP	EC	71400	Programme Assistant (Tbilisi) (SB3-Q1)	23,339.35	
	X	X	X	X	UNDP	EC	71400	Driver (Tbilisi) (SB1-MID)	11,107.06	
	X	X	X	X	UNDP	EC	71400	Driver (Sukhumi) (SB1-Q1)	11,107.06	
	X	X	X	X	UNDP	EC	71400	Cleaner - Tbilisi (SB1-Q1 part time)	5,553.53	
	X	X	X	X	UNDP	EC	61300	International Programme Manager - P4 (Tbilisi)3	229,495.38	
	X	X	X	X	UNDP	EC	71600	Daily Substance Allowance (DSA)	10,362.69	
	X	X	X	X	UNDP	EC	71600	International Travel	5,829.02	
	X	X	X	X	UNDP	EC	73400	Vehicle costs (fuel and maintenance)	10,103.63	
	X	X	X	X	UNDP	EC	73100	Office rent (Tbilisi)/(Sukhumi)	27,979.27	
	X	X	X	X	UNDP	EC	72500	Consumables - office supplies	3,108.81	
	X	X	X	X	UNDP	EC	73100	Other services (tel/fax, electricity/heating, maintenance)	10,880.83	
	X	X	X	X	UNDP	EC	74220	Translations / Interpreters	4,663.21	
	X	X	X	X	UNDP	EC	72135	Visibility actions	18,843.26	
	X	X	X	X	UNDP	EC	75100	GMS 7%	32,565.75	
										TOTAL

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET/USD			
		Q1	Q2	Q3	Q4		Funding	Account	Budget Description	Amount
Rapid response mechanism established to support confidence building opportunities which seek to prevent and transform conflicts in Georgia.	<u>ACTIVITY 2: COBERM Sub-Projects</u>	X	X			UNDP	EC	72615	Confidence building initiatives	688,363.43
	<u>ACTIVITY 1: Management & M&E</u>	X	X			UNDP	EC	75100	GMS 7%	48,185.44
		X	X			UNDP	EC	71400	Coordinator/Tbilisi (Tbilisi) (SB4-Q1)1	17,378.14
		X	X			UNDP	EC	71400	Coordinator/Abkhazia (Sukhumi) (SB4-Q1)2	17,378.14
		X	X			UNDP	EC	71400	Finance/Admin Assistant (Tbilisi) (SB3-Q1)	11,669.67
		X	X			UNDP	EC	71400	Programme Assistant (Tbilisi) (SB3-Q1)	11,669.67
		X	X			UNDP	EC	71400	Driver (Tbilisi) (SB1-MID)	5,553.53
		X	X			UNDP	EC	71400	Driver (Sukhumi) (SB1-Q1)	5,553.53
		X	X			UNDP	EC	71400	Cleaner - Tbilisi (SB1-Q1 part time)	2,776.76
		X	X			UNDP	EC	61300	International Programme Manager - P4 (Tbilisi)3	114,747.69
		X	X			UNDP	EC	73400	Vehicle costs (fuel and maintenance)	5,032.38
		X	X			UNDP	EC	73100	Office rent (Tbilisi)/(Sukhumi)	13,989.64
		X	X			UNDP	EC	72500	Consumables - office supplies	1,554.40
		X	X			UNDP	EC	73100	Other services (tel/fax, electricity/heating, maintenance)	5,440.41
		X	X			UNDP	EC	71200	Evaluation costs	38,860.10
		X	X			UNDP	EC	72135	Visibility actions	18,843.26
		X	X			UNDP	EC	75100	GMS 7%	18,931.31
									TOTAL	1,025,927.52

BUDGET SUMMARY PER YEARS/USD*

	2012	2013	2014	2015	TOTAL
EC NET	247,860.55	2,545,547.15	2,300,757.18	958,810.77	6,052,975.65
EC GMS	17,350.24	178,188.30	161,053.00	67,116.75	423,708.30
TOTAL	265,210.79	2,723,735.45	2,461,810.18	1,025,927.52	6,476,683.94

*The proposed budget is equivalent of **5,000,000Euro** calculated according to the official UN ex. rate for Nov-2012 amounting to 0.772.

V. MANAGEMENT ARRANGEMENTS



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

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

The project will be directly implemented by UNDP (Direct Implementation (DIM) modality), which will be responsible for producing outputs and use of resources. As such, it will bear the overall accountability for delivering the project in accordance with its applicable regulations, rules, policies and procedures. Funds for COBERM sub-projects will be disbursed through competitive evaluation process using various implementing modalities such as micro-capital grant agreements for non-credit activities, standard procurement process or other available modalities in line with UNDP rules and regulations.

The main decision-making body of COBERM is the **Steering Committee**. Its members are the Head of the Delegation of the European Union to Georgia and the Resident Representative of UNDP Georgia (or their appointed delegates) who shall seek to reach consensus on all decisions. The Steering Committee will meet whenever decision-making is needed, upon a request of one of its members or upon a request of the Evaluation Committee. To guide the project and the relevant decision-making bodies, an **Advisory Board** will be established. During project implementation the Steering Committee will seek to engage relevant stakeholders through the Advisory Board and may invite external experts as observers. It is envisaged that at a minimum, the members of the Advisory Board will be representing the EU Delegation and UNDP on par; members will be selected by the Evaluation Committee (see below) and approved by the Steering Committee. It is anticipated that participants would be representing EU Special Representative (EUSR) for the South Caucasus and the crisis in Georgia, the EU Monitoring Mission, other UN agencies and INGOs, as relevant. Participants will be appointed based on the technical input they can provide to the project, either on a constant or on a rotating basis, dependent on the decision of the Steering Committee. The Advisory Board will receive regular updates on the calls for proposals and will be shared information on the progress of the project. Throughout the project the Advisory Board will convene at the request of the Steering Committee as deemed necessary. The **Evaluation Committee** will serve as a technical body that evaluates project ideas and

proposals, and prepares recommendations for the Steering Committee. Its members are the EU Project Manager and the UNDP Crisis Prevention and Recovery Team Leader (or their appointed delegates), who shall seek to reach consensus on all matters.

To support its role in evaluating project ideas the Evaluation Committee may invite representatives from other relevant organisations, external experts, academia and civil society representatives, project applicants or other observers to inform its decisions. The Evaluation Committee shall meet whenever decision-making is needed, to discuss new project ideas, project proposals and revisions to the evaluation criteria or any other matter it has been mandated to deal with by the Steering Committee.

The **Project Team (PT)** is responsible for implementation of the COBERM programme. It consists of an International Project Manager based in Tbilisi and two technical coordinators (one of which will be based in Abkhazia). The project team in Tbilisi has also two support staff, namely a project assistant and an administrative/finance assistant. Two drivers (one of which will be based in Abkhazia) will provide logistical support. A cleaning lady will work part-time in the Tbilisi office.⁶

The International Project Manager (P4) is responsible to guide the project staff for all the technical aspects of the project and supervise the project staff. The International Project Manager will be responsible for monitoring (locally and abroad) and reporting, with substantive inputs from the two technical coordinators as well as financial management of the project. The International Project Manager will also manage risks that might arise within the project timeline and develop adequate management responses, as needed.

The technical coordinators will, among other duties, provide technical assistance in all steps of the project implementation, from developing and implementing relevant campaigns for calls for proposals, provide guidance to project partners and develop and implement the monitoring plan, including reporting.

The COBERM **Project Team** will provide secretarial and technical support to the Evaluation and Steering Committee as well as the Advisory Board. It will monitor the situation on an on-going basis to understand the political, social, economic and cultural dynamics in the regions targeted by the programme. The **Project Team** will advise on developments and critical issues as relevant to the on-going programming. Regular field trips will be undertaken to project sites to gauge perceptions from the ground and collect first-hand information from project beneficiaries. The team will also rely on analysis usually available in-house or those shared between EU and UNDP. Regular consultations will be undertaken with all key stakeholders, including authorities, international and community-based NGOs by means of coordination meetings.

The **Project Team** will also provide guidance and, as needed, technical support to implementing partners in order to ensure that the project objectives are met. Progress will be presented periodically to relevant partners through already established coordination mechanisms.

Additional support will be provided through established UNDP projects and offices in Zugdidi, Sukhumi and Tbilisi. In addition, the country office will provide support from its core staff in such areas as Human Resources, Procurement, Finance and Information and Communication Technologies. These are funded from other sources and are not specified in the budget. In addition, UNDP will draw on experiences, knowledge and support of other United Nations (UN) agencies, funds and programs. As examples, this could include specific knowledge on issues related to IDPs/returnees from UNHCR and issues related to health and child health care from WHO and UNICEF. Moreover, UNDP will coordinate with UN Women in regards to their gender related activities to ensure coordination and avoid duplication.

Short-term international experts will be hired to provide the trainings envisaged under the capacity building component.

⁶ In Sukhumi, cleaning is part of the rent and shared among a few projects.

Duration and indicative action plan for implementing the project

The duration of the project will be 36 months.

Programme year 1													
Activity/month	1	2	3	4	5	6	7	8	9	10	11	12	Implementing body ⁷
1. Establish priorities and criteria for COBERM II	x	x	x	x	x								PT; approved by SC/EC; AB guidance
2. Disseminate information about COBERM II priorities and criteria (tenders, radio calls & web-based Request for Interest, general info meeting) and a general meeting/training with potential applicants					x	x	x	x	x	x	x	x	PT; UNDP; EU+ external experts
3. Evaluate ideas and implementing partners according to the pre-set criteria						x	x	x	x	x	x	x	EC; prepared by PT
4. Training on project cycle management						x						x	PT+external experts
5. Evaluate project proposals							x	x	x	x	x	x	EC; prepared by PT
6. Formalise contracts with implementing agencies and/or organisations									x	x	x	x	UNDP
7. Project implementation training							x					x	PT+ UNDP EU
8. Implementation									X	x	x	x	Implementing partners
9. Mid-year review and guidance							x						EC, AB; prepared by PT; SC decision as needed
10. Quality assurance by COBERM Project Team (Monitor, evaluate & report)									x	x	x	x	PT + external experts
11. End of Year I review and guidance; priorities and criteria re-evaluated												x	EC, AB; prepared by PT; SC decision as needed

Programme year 2													
Activity/month	1	2	3	4	5	6	7	8	9	10	11	12	Implementing body
1. Disseminate information about COBERM II priorities and criteria (tenders, radio calls & web-based Request for Interest, general info meeting/training)	x	x	x	x	x	x	x	x	x	x	x	x	PT; UNDP; EU+ external trainer
2. Evaluate ideas and implementing partner according to the pre-set criteria	x	x	x	x	x	x	x	x	x	x	x	x	EC; prepared by PT
3. Training on project cycle management				x				x				x	PT+external experts
4. Evaluate project proposals	x	x	x	x	x	x	x	x	x	x	x	x	EC; prepared by PT
5. Formalise contracts with implementing agencies and/or organisations	x	x	x	x	x	x	x	x	x	x	X	x	UNDP
6. Project implementation training					x				x			x	PT + UNDP+EU
7. Implementation (throughout)	x	x	x	x	x	x	x	x	x	x	x	x	Implementing partners
8. Mid-year review and guidance						x							EC, AB; prepared by PT; SC decision as needed

⁷ Acronyms: Steering Committee (SC); Evaluation Committee (EC); Advisory Board (AB); Project Team (PROJECT TEAM)

Programme year 2													
Activity/month	1	2	3	4	5	6	7	8	9	10	11	12	Implementing body
9. Quality assurance by COBERM Project Team (Monitor, evaluate & report)	x	x	x	x	x	x	x	x	x	x	x	x	PT + external experts
10. End of Year II review and guidance; priorities and criteria re-evaluated												x	EC, AB; prepared by PT based on external evaluator's report; SC decision as needed

Programme year 3													
Activity/month	1	2	3	4	5	6	7	8	9	10	11	12	Implementing body
1. Disseminate information about COBERM II priorities and criteria (tenders, radio calls & web-based Request for Interest, general info meeting)													PT; UNDP; EU; external experts
2. Evaluate ideas and implementing partner according to the pre-set criteria	x	x	x	x	x	x							EC; prepared by PT
3. Training on project cycle management			x	x									PT+external experts
4. Evaluate project proposals	x	x	x	x	x	x							PT, EC
5. Formalise contracts with implementing agencies and/or organisations	x	x	x	x									UNDP
6. Project implementation training	x	x	x	x									PT + UNDP+EU
7. Implementation (throughout)	x	x	x	x	x	x	x	x	x				Implementing partners
8. Mid-year review and guidance						x							EC, AB; prepared by PT; SC decision as needed
9. Quality assurance by COBERM Project Team (Monitor, evaluate & report)	x	x	x	x	x	x	x	x	x	x	x	x	PT + external experts
10. End of project assessment										x	x	x	SC; EC; AB; prepared by PT

Sustainability

COBERM is expected to contribute to fostering peace and development through enhanced engagement of communities in decisions affecting their lives and livelihoods. This engagement, as determined before launching the first phase, would be the prerequisite for success. Through a participatory approach the first phase of COBERM was able to ensure some sustainability and local ownership of the activities. This was especially evident in those smaller projects initiated by local NGOs, which often do not get the possibility to promote their own ideas but instead act as mere implementers of larger international projects. The partnerships which COBERM has been and will continue to promote between local and international NGOs working on similar issues will presumably outlive the projects themselves.

There are therefore reasons to assume that this follow-up to COBERM will in itself produce valuable information on effective confidence building efforts stimulating an informed discussion between a large number of stakeholders on the issues of peace and stability in the country and the region. COBERM will continue the important support to the on-going EU and UN efforts to promote a peaceful resolution of the conflicts, and hence also be valuable for such processes as the Geneva Discussions, Incident Prevention and Response Mechanisms (IPRMs) and other relevant forums.

During its first relatively short period for implementation (originally 18 months with subsequent extension up to 24 months), COBERM has shown that a number of successful interventions could still be feasible. Given that COBERM II will have a three year implementation time span, this will allow for prioritization of interventions which have shown to be successful and durable. In addition, UNDP is well-

positioned to ensure that interventions are aligned with those of other UN agencies and INGOs and therefore it can support the continuation of some of the activities as part of the operational agencies' sectorial commitments.

VI. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

Annually

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

The International Project Manager and the two technical coordinators will closely monitor the implementation of all approved activities in order to assess the efficiency, effectiveness as well as impact of the supported initiatives and identify lessons learnt. As during COBERM I, a monitoring methodology for COBERM II will be developed including a framework and tools. These tools included 1) The development of an integrated monitoring plan for all COBERM-financed sub-projects that will be prepared for the duration of the project to track reporting and proper implementation of sub-projects; 2) Field visits for quality assurance of the implemented activities. The field visits will be conducted in Georgia or abroad, as appropriate. Monitoring reports will be prepared after each field visit.

Decisions on the direction of the COBERM will be made through an exchange of lessons learned with the Evaluation and Steering Committees and the Advisory Board on an annual basis. This will inform subsequent decisions of the Steering Committee on the direction by COBERM and thereby promote cohesive responses and adequate strategies based on a shared understanding of the issues.

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

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

Visibility: In line with the *EU-UN Visibility Action Plan* and the *Joint Visibility Guidelines for EC-UN Actions in the Field* a communication and visibility plan will be developed and agreed between the EU Delegation and UNDP at the outset of the project. During COBERM I, UNDP had developed Standard Operations Procedures on Visibility that are drawing from EU guidelines; this document will be used under COBERM II as well. The electronic version of according to UNDP rue the COBERM logo will be shared by the COBERM Project Team with the sub-projects for use during their activities. Observance of the EU visibility requirements have been and will be continuously considered during monitoring visits; however, when deemed sensitive, and on a case by case decision, COBERM affiliation will not be used. These decisions will be discussed and taken with the EU in the established decision-making bodies.

VII. LEGAL CONTEXT

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

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

The implementing partner shall:

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

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

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

This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEXES:

ANNEX 1: RISK ANALYSIS

Project Title: COBERM – Phase II	Date:
Award ID: 67266	

	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	Process negatively influenced by the political climate and resumption of hostilities	POLITICAL	Programme implications: P=1, I=5	Management response: COBERM Project Team will provide on-going monitoring of the political, security, social and economic developments within the country and the region; enhanced advocacy for early warning and prevention. UNDP's Peace and Development specialist ⁸ will also provide regular updates on political and security situation, which can support and guide project implementation. The flexibility of COBERM has already shown that it can accommodate changes in the political climate and even positively influence on these. Such flexibility will be continued. However, given the unpredictability of the political processes (e.g. tackling political turmoil, closing of Abkhazia, etc.), a contingency plan is in place and approved by the Steering Committee.	Project Manager	Nils Christensen			Under control
2	Limited engagement of stakeholders (particularly grassroots organisations) and the lack of a balanced range of conflict-sensitive confidence building ideas/projects, which are mutually beneficial and equitable.		Lack of active and broad engagement of stakeholders (particularly grassroots organisations) and the availability of a balanced range of conflict-sensitive confidence building ideas/projects, which are mutually beneficial and equitable. P=1, I=4	Management response: Relevant stakeholders are already well-aware of COBERM. However, as during first phase, COBERM Project Team will take proactive measures to mobilize them and information about the mechanism will be disseminated widely to encourage ideas from the grassroots. As before, the Project Team will actively support partners in identifying and developing confidence building ideas into viable plans. During the first phase of COBERM, useful information has also been obtained from the more than 400 concept note applications about the kind of initiatives civil society and other stakeholders would like to promote. Combined	Project Manager	Nils Christensen			Under control

⁸ The Peace and Development specialist, among other things, advises UN Resident Coordinator/UNDP Resident Representative and the entire UNDP on issues related to conflict issues. This position is fully paid by sources through UNDP HQ and thereby not included in the budget for this action.

Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
3 Adequate mitigation in case of politicization of COBERM.		Programme implications: Political interference in the project implementation. P=2, I=4	<p>with the experience from the most successful interventions from the first phase EU and UNDP will jointly be able to clearly programme the interventions. During its first phase, COBERM has built a positive reputation and is a trusted mechanism due to its neutrality and flexibility. During the independent evaluation, it was revealed that almost all previous Georgian, Abkhaz and South Ossetian partners expressed interest to apply again if COBERM will start a new phase. Furthermore, it is anticipated that the capacity building trainings will make COBERM II both more appealing and ensure that better project proposals will be developed and better capacities will be in place for project implementation.</p> <p>Management response: During the first phase EU and UNDP have shown that mitigation through close coordination and delivery of same messages to partners and stakeholders has borne results. This will be continued during this phase.</p>	Project Manager	Nils Christensen			Under control

ANNEX 2: TERMS OF REFERENCE



UNITED NATIONS DEVELOPMENT PROGRAMME GENERIC JOB DESCRIPTION

I. Position Information

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

VIII. II. ORGANIZATIONAL CONTEXT

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

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

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

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

Overall Purpose:

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

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

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

finance/administrative assistant. All positions will be advertised.

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

IX. III. FUNCTIONS / KEY RESULTS EXPECTED

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

In particular the project manager will be expected to:

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

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

2) Provide analytic and strategic advice:

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

3) Perform other relevant management duties:

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

IV. Impact of Results

At the end of the project:

- Increased direct people-to-people contacts across conflict divides to shatter myths/prejudices and foster the culture of

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

X. V. COMPETENCIES AND CRITICAL SUCCESS FACTORS

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards.
- Promotes the vision, mission, and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

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

XI. VI. RECRUITMENT QUALIFICATIONS

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