

SIGNATURE PAGE

Country: Georgia

UNDAF Outcome(s)/Indicator(s): Reduced number of households living in poverty through the realization of the economic potential and provision of social welfare.

Expected Outcome(s)/Indicator (s): 1.1 National capacities for adopting and implementing MDG-based poverty reduction plans and policies increased. Indicators: Number of strategic documents which reflect MDG targets; Poverty rate; Extreme poverty rate; Budget allocations towards MDG; Pro-poor economic programmes launched.

Expected Output(s)/Annual Targets:

1.1.1 Coherent, comprehensive, SHD and MDG-based long-term national and sub-national development strategies formulated/Indicators: MDG-based long-term strategy developed; NHDRs and local MDGs reports used as policy tools.

1.1.2 Capacities of national and selected governments at the sub-national level enhanced in local MDG-based development planning/Indicators: No. of MDG-based sub-national plans; No of institutions participating in the planning process

Implementing partner: UNDP

Other partners: Administration of the President of Georgia

Programme Period: 2006-2010
Programme Component: MDG country reporting and poverty monitoring

Project Title: Support to National and Sub-national Strategy Planning in Georgia

Award ID/Project ID: 00046929/00055606

Project Duration: April 2007 – December 2008

Management Arrangement: DEX

Budget:	467,290
General Mangmnt Support Fee (6.5%):	32,500
Total budget:	<u>500,000</u>
Allocated resources:	
• Government:	
• Regular:	
• SIDA:	500,000
Unfunded budget:	0

Agreed by: Ms. Ekaterina Sharashidze, Head of Administration of the President of Georgia

Signature: E. Shaly **Date:** 29 MAR 2007

Agreed by: Mr. Robert D. Watkins, Resident Representative, UNDP Georgia

Signature: R. Watkins **Date:** 29 MAR 2007

Government of Georgia

United Nations Development Programme

SUPPORT TO NATIONAL AND SUB-NATIONAL STRATEGY PLANNING IN GEORGIA

BRIEF DESCRIPTION

The project aims to provide an integrated approach to support national and local governments in the design and implementation of national development strategies. The overall goal of the project is to enhance results oriented planning and coordination capacities of the government at national and sub-national levels.

This will be achieved through supporting the development and implementation of a comprehensive and coherent national/sub-national strategy(s) for attaining development goals. Planning exercises will be conducted through broad consultations with wide segments of society, on both national and sub-national levels. The assistance provided through this project is meant to offer adequate and relevant support and policy services to facilitate this process during and after project implementation.

Institutional capacity and skills development will be the main support provided, as well as support to facilitate the process. In addition, awareness campaign and facilitation of public participation in the process will ensure transparency and the effectiveness of the sub-national strategy.

1. SITUATION ANALYSIS

The Government of Georgia has committed itself to achieving the MDGs and the President has strongly articulated the goal of reducing poverty, but so far progress towards these goals has been less than one would desire. Despite several years of high levels of economic growth, the share of the population living under the national poverty line still stands at 33 percent. This evolution follows a well known experience that economic growth is a necessary condition but not sufficient to reduce poverty. For actual change to happen, society as a whole needs to work towards enriching and empowering the poor and destitute, and the Government will have to take the lead and provide the framework for this to happen. In Georgia this framework is not yet well developed. Overall, it is appropriate to state that the commitment of the concerned government authorities to contribute to or to achieve the attainment of the MDGs by 2015 is rather limited.

For efficient and effective utilisation of resources and provisions of public services, one of the requirements is to have policies and planning tools that can inform stakeholders of the development directions that the country will pursue. On the Government level in Georgia, many goals are clearly stated and spelled out particularly foreign and security policies such as accession to Nato and the EU, and territorial integrity. For socio-economic development, however, there exist an ambiguity with regards to goals and priorities. There are policy documents such as Economic Development and Poverty Reduction Programme (EDPRP), Basic Data and Direction (BDD), and national adapted Millennium Development Goals (MDGs), but there still is the lack of comprehensive, coherent and clearly communicated national development plans and strategies that calls for a long-term national development framework.

Another dimension to efficient and effective utilisation of resources and provisions of public services is to ensure quality, transparency and mutual accountability of development assistance as well as making it more predictable. This common agenda defined in the Monterrey Declaration and agreed upon in the Paris Declaration on Aid Effectiveness (March 2005)¹, demands concrete national, regional and global action plans and implementation strategies. Georgia has announced its intention to sign the Paris Declaration on Aid Effectiveness of which one of implementation indicators is to have an operational development strategies by 2010.

Sub-national level planning and strategic directions are in many parts of the country underdeveloped or sometimes non-existent. With the prospects of increased decentralisation, capacity for planning, budgeting and monitoring will be incrementally important. Such as transfer of political power from central to sub-national level will, as global experiences show, have a great potential to create an enabling environment for efficient and effective measures to reduce poverty.

In the country there are several ongoing activities focusing on development of the Georgian regions and districts. For example:

- EC: is implementing 3 rural development projects (Kvemo Kartli, Samtskhe Javakheti and Samagrela) and has awarded a framework contract (12 months) to develop a national policy / strategy and programme for regional development.
- WB: has completed the Samagrela – Zemo Svaneti regional economic and social

¹ www.devoid.org

development plan.

- DFID: plans to support regional development planning for the Samtske Javakheti region.
- Others: GTZ and OSCE are coordinating their activities with the EC.

UNDP has in previous years supported the development of strategic, planning, coordination and implementation capacities on national and sub-national levels. Specific development tools such as the National MDG report in 2004 and subsequent progress report in 2005 and implementation and development of the Economic Development and Poverty Reduction Programme (EDPRP) in 2003 are examples of a central role has been played. In 2006, UNDP has continued these efforts by supporting the President with the former Estonian Prime Minister Mr. Mart Laar as a senior advisor in pursuing economic reforms and advancement of sustainable development. This is also important from the perspective of developing a socio-economic vision for the country. Another initiative is the elaboration of a MDG baseline report for the Tbilisi municipality, which will be launched in 2007.

Within this background, UNDP will apply an integrated approach to support national and local governments in the design and implementation of national development strategies.

It is important to underline that this is not an "MDG-project", but that the overall goal of the project is to enhance results oriented planning and coordination capacities of the government at national and sub-national levels.

This will be achieved through supporting the development and implementation of a comprehensive and coherent national/sub-national strategy(s) for attaining development goals. Planning exercises will be conducted through broad consultations with wide segments of society, on both national and sub-national levels. The assistance provided through this project is meant to offer adequate and relevant support and policy services to facilitate this process during and after project implementation.

2. STRATEGY

The project will contribute to achievement of the United Nations Development Assistance Framework (UNDAF) outcome – related to reducing number of households living in poverty through the realization of the economic potential and provision of social welfare. This is translated into the UNDP Country Programme Action Plan (CPAP) outcome "National capacities for adopting and implementing MDG-based poverty reduction plans and policies increased ". At an output level, this involves support towards enhancing capacities of national and selected governments at the sub-national level in developing coherent, comprehensive, sustainable human development and MDG-based long-term national and sub-national development strategies.

The overall guiding principles for the project will be as follows:

- **Ownership:** To be effective, policy decisions must be made by those most affected by them - government authorities (national and sub-national) and the citizens they serve. During the project implementation, efforts will be made to fully engage the government in planning processes, communicate identified priorities to general public and link the priority measures to local and national budgets.
- **Capacity:** To be sustainable over the long term, development requires not only planning and financial resources, but strengthening the skills and institutions needed

to manage the process. These skills will be essential for the refinement, reviewing and monitoring the strategy after the completion of this project.

- Coordination: The activities are intended to enable national actors to assert leadership, management and control over the development process. During the project implementation efforts will be made to support national ministries and respective regional administrations/municipalities at sub-regional and local levels in coordinating the planning processes.
- Results-Based: The project approach emphasizes the outcome-based design and regular monitoring and evaluation to promote evidence-based policy-making.

The project will be implemented under two closely interlinked components. It will support the development of a national development strategy based on the national MDGs. In parallel similar exercise on sub-national level will be supported, building firstly on the already commenced work with the municipality of Tbilisi. Additional policy documents assisting in devising a clear longer-term development vision of the country and its harmonization with the EU agenda might be also supported by the project. This will be done with involvement of local and international experts in economic, social and political sciences with relevant knowledge of Georgian economy and social policies.

To this end the project will deliver policy products and services that can be categorized in two broad groups of:

- Policy products, such as policy advise, strategies and action plans, formulated in partnership with governmental and other national stakeholders aimed at providing strategic policy support for the development agenda of the country on national and sub-national levels;
- Advocacy tools, inspired by the development debate and aimed to support a broad-based dialogue on national and sub-national development priorities.

To support the preparation of the above-mentioned, the project will continuously work on monitoring of development policies and encouraging discussions on topical and strategic issues, with preparation of periodic thematic papers, which will be also based on collected information and knowledge acquired by UNDP through implementation of various other projects.

It is envisaged that the proposed project will commence to identify ongoing relevant strategic planning processes at different levels, which then, after further review and discussion with all concerned, could be scaled up and further expanded and supported. At the same time, special attention will be paid to ensure and strengthen ongoing and future synergies among different partners and projects, for instance with the project in Kvemo Kartli.

National level

The objective of developing a comprehensive strategy does not necessarily entail a lengthy process starting from zero. It is instead envisaged to consolidation and refinement of existing strategies such as integration into Euro-Atlantic structures and EDPRP. However, a requirement for the strategy development is that there is a national vision backed by government and civil society. If not clearly attainable and not broadly backed up, a first step for the project is to facilitate identification of the vision through broad consultative processes, which again might mean consolidate visions.

Paramount is, however, that the strategy is nationally owned and led. Strong signals are sent towards this end and in line with the international commitments made by the Georgian Government. This refers to the UNDP assistance and the recommendations of the senior advisors, such as Mart Laar and Carl Bildt, on the need to formulate comprehensive development strategies.

Ensuring national ownership will also require strong participation by all stakeholders and an understanding that the process is useful and helpful for their own work. Except for promoting participation, it will be imperative to manage expectations and avoid consultation fatigue. As a result, it is proposed to develop a process framework including information and awareness plans to ensure transparency and a common understanding of the process.

Sub-national level

In order to ensure attainment of the MDGs both on national and sub-national levels, the national strategy and plans need to be tailored for the local context. This activity aims to encourage and support selected local governments to strategize, plan for, develop and implement activities at the sub-national level to achieve national goals and targets. The Mayor of Tbilisi requested UNDP's support to mainstream the MDGs in the city's developmental strategies and action plans. In spring, 2007 a MDG baseline report for Tbilisi will be launched, which is the first of its kind in the country. This exercise will hopefully be a stepping-stone for a wider role out of MDGs throughout the country.

Discussions have been held with local authorities in Kvemo Kartli, Kakheti, Samtskhe-Javakheti and Adjara on building development-planning capacity. The project has already been launched in Kakheti region with a focus to build up the capacity of the region and the Regional Development Agency to understand and coordinate the process of regional development through three main sets of activities: (a) The creation of the regional development strategy; (b) The creation of the regional development programme; and (c) The creation of a regional development partnership and implementing agent (RDA).

The process will be similar as on the national level; however the exercise will involve assessment of local stakeholders, institutional arrangements and financial flows at local levels. Local capacity to plan, oversee and deliver development must be strengthened in parallel with increasing community participation and greater local control over resources. Based on this assessment exercises the optimum coordination mechanism will be identified and operationalized. To this end, support will be provided to municipal authorities to lead the planning process. Targeted meetings with participation of key stakeholders and larger workshops will assure the greater transparency and participation.

This component of the project will also complement UNDP's ongoing support to decentralizing political power to the regions. The standpoint is that decentralization, supported by appropriate mandates and resources, is a prerequisite for responding to local needs.

It will be necessary to link the local plans with the national, hence involvement of bodies and expertise on central level will be encouraged. Also, cooperation between the local governments will be promoted to share experiences and knowledge.

Institutional capacity and skills development will be the main support provided, as well as support to facilitate the process. In addition, awareness campaign and facilitation of public participation in the process will ensure transparency and the effectiveness of the sub-national strategy.

The activities of the project will be divided into two broader components:

1. Enhance government capacity in long-term national development planning;
2. ~~Enhance capacities of selected governments at the sub-national level in local MDG-based development planning;~~

1. Enhancing governments capacity in long-term national development planning will be achieved through the following activities:

- Activity 1.1 Support to establishment of the planning mechanism within a relevant governmental structure.
- Activity 1.2. Review of present planning tools and policy documents.
- Activity 1.3. Assessment of whether policies and strategies are coherent and aligned with national priorities and with each other, and how they correspond to the MDGs.
- Activity 1.4. Identification of lessons learnt and good practices of Government and donor programmes.
- Activity 1.5. Linking policy measures, where needed, with national MDG targets, and adding new ones as required.
- Activity 1.6. Needs assessment of the interventions required to achieve the development goals based on the agreed MDG targets.
- Activity 1.7. Identification of policy measures and priorities and development of a 10-year framework for action. Based on the needs assessment, formulation exercise will be undertaken for a long-term and coherent strategy that charts Georgia's path toward achieving the MDGs.
- Activity 1.8. Identification of implementation structures and existing institutional capacity.
- Activity 1.9. Development of a medium-term, three to five year plan of action from the 10-year framework. This is a more detailed, operational document, linked to the medium term expenditure framework and monitoring and accountability mechanisms.
- Activity 1.10. Giving an overall estimate of the resources needed.
- Activity 1.11. Organization of public awareness campaigns, and dissemination of the results throughout the process.

2. Enhancing capacities of selected governments at the sub-national level in local MDG-based development planning will be achieved through the following activities;

- Activity 2.1. Support the establishment of a planning mechanism and structure.
- Activity 2.2. Review of present planning tools and policy documents.
- Activity 2.3. Assessment of whether policies and strategies are coherent and aligned with national priorities and with each other, and how they correspond to the MDGs.
- Activity 2.4. Assessment of institutional arrangements and financial flows.
- Activity 2.5. Identification of targets, indicators and baselines for local development MDGs.

- Activity 2.6 Needs assessment (NA) of interventions required to achieve the development goals, based on the agreed MDG targets.
- Activity 2.7. Devising a 10-year development framework for action. Based on the needs assessment, formulation exercise should be undertaken for a long-term and coherent strategy that charts Georgia's path toward achieving the MDGs.
- Activity 2.8. Development of a medium-term, three to five year, plan of action from the 10-year framework. This will be a more detailed, operational document, linked to the medium term expenditure framework and monitoring and accountability mechanisms.
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- Activity 2.9. Identification of implementation structures and existing institutional capacity.
- Activity 2.10. Giving an overall estimate of the resources needed.
- Activity 2.11. Organization of public fora, public awareness campaigns, and dissemination of the results throughout the process
- Activity 2.12. Supporting local monitoring capacities.

3: MANAGEMENT ARRANGEMENTS

The project will be implemented under Direct Execution Modality (DEX) in accordance with UNDP rules and regulations as contained in the UNDP Results Management User Guide. The administration of the president of Georgia will be a principal partner for the project.

A Project Board will be created composed of representatives of UNDP and Administration of the President of Georgia. Other relevant government representatives may be invited to the board as needed. The Board will be set as group responsible for making management decisions on a consensus basis for a project when guidance is required. A UNDP Programme staff member will be assigned to hold the project assurance role.

UNDP will assign a Programme Staff to oversee the implementation of the project activities. When found appropriate, and after discussion with all concerned, a decision might be made to establish a Project Unit (PU) to handle the day-to-day management and co-ordination of the project. Also, the PU may act as a secretariat for the Project Board; organizing meetings, and compiling, reviewing and distributing the project progress reports from the different participating institutions.

5: 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 Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

SECTION II. PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Public sector reform in support of efficient, effective, responsible and pro-poor public services promoted and supported through policy advice and capacity development activities</p> <p>Applicable MYFF Service Line: 2.7 Public administration reform and anti-corruption</p> <p>Partnership Strategy: The project will be implemented in close cooperation with the Administration of the President of Georgia, Tbilisi Municipality, local governance and other key public sector bodies. The project will support the public agencies strategic requirements and will utilize the data and information from various government agencies, as well as analysis, research and studies produced by national and international NGOs/think tanks, and donor organizations.</p> <p>Project title and ID (ATLAS Award ID): xxx Support to National and Sub national Strategy Planning</p>				
<p>Intended Outputs <i>Enhancing government capacity in long-term national development planning</i></p>	<p>Output Target <i>Enhanced government capacity in long-term national development planning</i></p>	<p>Indicative Activities</p> <ol style="list-style-type: none"> 1.1 Support to establishment of the planning mechanism within a relevant governmental structure. 1.2 Review of present planning tools and policy documents. 1.3 Assessment of whether policies and strategies are coherent and aligned with national priorities and with each other, and how they correspond to the MDGs. 1.4 Identification of lessons learnt and good practices of Government and donor programmes. 1.5 Linking policy measures, where needed, with national MDG targets, and adding new ones as required. 1.6 Needs assessment of the interventions required to achieve the development goals based on the agreed MDG targets. 1.7 Identification of policy measures and priorities and development of a 10-year framework for action. Based on the needs assessment, formulation exercise will be undertaken for a long-term and coherent strategy that charts Georgia's path toward achieving the MDGs. 1.8 Identification of implementation structures and existing institutional capacity. 1.9 Development of a medium-term, three to five year plan of action from the 10-year framework. This is a more detailed, operational document, linked to the medium term expenditure framework and monitoring and accountability mechanisms. 1.10 Giving an overall estimate of the resources needed. 1.11 Organization of public awareness campaigns, and dissemination of the results throughout the process. 	<p>Responsible parties UNDP</p>	<p>Inputs Support from UNDP, governmental agencies; Local and international expertise.</p>

<p><i>Enhancing capacities of selected governments at the sub-national level in local MDG-based development planning</i></p>	<p><i>Enhanced capacities of selected governments at the sub-national level in local MDG-based development planning</i></p>	<ol style="list-style-type: none"> 2.1. Support the establishment of a planning mechanism and structure. 2.2. Review of present planning tools and policy documents. 2.3. Assessment of whether policies and strategies are coherent and aligned with national priorities and with each other, and how they correspond to the MDGs. 2.4. Assessment of institutional arrangements and financial flows. 2.5. Identification of targets, indicators and baselines for local development MDGs. 2.6. Needs assessment (NA) of interventions required to achieve the development goals, based on the agreed MDG targets. 2.7. Devising a 10-year development framework for action. Based on the needs assessment, formulation exercise should be undertaken for a long-term and coherent strategy that charts Georgia's path toward achieving the MDGs. 2.8. Development of a medium-term, three to five year, plan of action from the 10-year framework. This will be a more detailed, operational document, linked to the medium term expenditure framework and monitoring and accountability mechanisms. 2.9. Identification of implementation structures and existing institutional capacity. 2.10. Giving an overall estimate of the resources needed. 2.11. Organization of public fora, public awareness campaigns, and dissemination of the results throughout the process 2.12. Supporting local monitoring capacities. 	<p>UNDP</p>	<p>Support from UNDP, governmental agencies, Local and international expertise.</p>
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SECTION III: ANNUAL WORK PLAN BUDGET SHEET



United Nations Development Programme
Georgia

Year: 2007
Project Number:
Project Title: Support to National and Sub national Strategy Planning



Expected Output	Key Activities	Respon. Party	Planned Budget				Amount
			Fund	Donor	Budget Description	Budget Description	
Support to National and Sub national Strategy Planning	1.Enhancing government capacity in long-term national development planning	UNDP	54050	SIDA	71300	Local Consultants - Short Term	16,150.00
		UNDP	54050	SIDA	71200	International Consultants	56,000.00
		UNDP	54050	SIDA	71400	Project Staff - Contractual services-Individuals	28,800.00
		UNDP	54050	SIDA	71600	Travel	11,800.00
		UNDP	54050	SIDA	72200	Equipment & Furniture	8,600.00
		UNDP	54050	SIDA	75100	GMS	8,436.10
Sub total							129,786.10
Support to National and Sub national Strategy Planning	2. Enhancing capacities of selected governments at the sub-national level in local MDG-based development planning	UNDP	54050	SIDA	73100	Rental and Maintenance	1,440.00
		UNDP	54050	SIDA	72400	Communications and Audio Visual Equipment	1,360.00
		UNDP	54050	SIDA	72500	Supplies	6,600.00
		UNDP	54050	SIDA	72700	Special Events	32,400.00
		UNDP	54050	SIDA	74200	Audio Visual and Printing Production Costs	4,000.00
		UNDP	54050	SIDA	72100	Contractual Services- Companies	12,400.00
		UNDP	54050	SIDA	74100	Professional Services	2,000.00
		UNDP	54050	SIDA	74500	Miscellaneous	5,474.80
		UNDP	54050	SIDA	75100	GMS	4,565.63
		Sub total					
TOTAL							200,026.52



United Nations Development Programme
Georgia

Year: 2008

Project Number:

Project Title: Support to National and Sub national Strategy Planning

Expected Output	Key Activities	Respon. Party	Planned Budget				Amount
			Fund	Donor	Budget Description	Budget Description	
Support to National and Sub national Strategy Planning	1. Enhancing government capacity in long-term national development planning	UNDP	54050	SIDA	71300	Local Consultants - Short Term	24,175.00
		UNDP	54050	SIDA	71200	International Consultants	84,000.00
		UNDP	54050	SIDA	71400	Project Staff - Contractual services- individuals	43,200.00
		UNDP	54050	SIDA	71600	Travel	17,700.00
		UNDP	54050	SIDA	72200	Equipment & Furniture	12,900.00
		UNDP	54050	SIDA	75100	GMS	12,650.67
Sub total							194,625.67
Support to National and Sub national Strategy Planning	2. Enhancing capacities of selected governments at the sub-national level in local MDG-based development planning	UNDP	54050	SIDA	73100	Rental and Maintenance	2,160.00
		UNDP	54050	SIDA	72400	Communications and Audio Visual Equipment	2,040.00
		UNDP	54050	SIDA	72500	Supplies	9,900.00
		UNDP	54050	SIDA	72700	Special Events	48,600.00
		UNDP	54050	SIDA	74200	Audio Visual and Printing Production Costs	6,000.00
		UNDP	54050	SIDA	72100	Contractual Services- Companies	18,600.00
		UNDP	54050	SIDA	74100	Professional Services	3,000.00
		UNDP	54050	SIDA	74500	Miscellaneous	8,200.20
		UNDP	54050	SIDA	75100	GMS	6,847.61
		Sub total					
TOTAL							299,973.48

ANNUAL WORK PLAN 2007

ANNUAL WORK PLAN 2008

ACTIVITIES	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	
Enhanced government capacity in long-term national development planning																						
Establishment of the planning mechanism within a relevant governmental structure.																						
Review of present planning tools and policy documents.																						
Assessment of whether policies and strategies are coherent and aligned with national priorities and with each other, and how they correspond to the MDGs.																						
Identification of lessons learnt and good practices of Government and donor programmes.																						
Linking policy measures, where needed, with national MDG targets, and adding new ones as required.																						
Needs assessment of the interventions required to achieve the development goals based on the agreed MDG targets.																						
Identification of policy measures and priorities and development of a 10-year framework for action. Based on the needs assessment, formulation exercise will be undertaken for a long-term and coherent strategy that charts Georgia's path toward achieving the MDGs.																						
Identification of implementation structures and existing institutional capacity.																						
Development of a medium-term, three to five year plan of action from the 10-year framework. This is a more detailed operational document, linked to the medium term expenditure framework and monitoring and accountability mechanisms.																						
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<p>strategy that charts Georgia's path toward achieving the MDGs.</p> <p>Development of a medium-term, three to five year, plan of action from the 10-year framework. This will be a more detailed, operational document, linked to the medium term expenditure framework and monitoring and accountability mechanisms.</p> <p>Identification of implementation structures and existing institutional capacity.</p> <p>Giving an overall estimate of the resources needed.</p> <p>Organization of public fora, public awareness campaigns, and dissemination of the results throughout the process.</p> <p>Supporting local monitoring capacities.</p>			
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