

Country: Georgia

Project Document

Project Title: Fostering Sustainable Transition and Early Recovery (FOSTER)

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

Expected CP Outcome(s): 4.2.1 Sustainable livelihoods restored, basic social services provided, multi-sector frameworks and sector-specific programmes designed and implemented.

Expected Output(s): Post-crisis rehabilitation and longer-term recovery assistance is provided through multi-sectored integrated development projects; special projects for IDPs developed and delivered; and disaster management capacity enhanced and risk reduction introduced.

Implementing Partner: UNDP

Brief Description

The conflict in early August 2008 severely affected the development and had enormous impact on the livelihoods in Georgia, particularly on the population within the most affected areas in the Shida Kartli region. The project therefore aims to strengthen the capabilities of local governments and restore the basic services and livelihoods in the Shida Kartli region. It will ensure that both IDPs as well as the local population, residing in the most affected areas, benefit from the assistance by addressing immediate needs and priorities as well as targeting disaster management challenges.

Different types of assistance will be provided to facilitate early recovery and transition to sustainable development. It will encompass strengthening of local authorities' capabilities to provide immediate and comprehensive support to early recovery along with facilitation of the resumption of key livelihoods, service delivery and community security.

The project will (1) strengthen capabilities of the local authorities to identify, design and implement early recovery activities as well as deliver better public services to the conflict affected population, apply UNDP's "Eight Point Agenda: Practical, positive outcomes for girls and women in crisis" with particular attention to protection of human rights, strengthening of the rule of law and programme development, and (2) target damaged infrastructure and

Programme Period:	2006-2010
Key Result Area (Strategic Plan):	3.1 Enhancing conflict & disaster risk management capabilities
Atlas Award	00050852
Atlas Output ID:	00063026,00063049,00063050
Start date:	1-Oct-08
End Date:	30-Sep-09
I PAC Meeting Date:	15 September 2008

2008 AWP budget:	363,835.74USD
Total resources required	1,180,496USD
Total allocated resources:	1,180,496USD
• Regular	0
◦ TRAC 1.1.3	1,180,496USD
Unfunded budget:	0

Agreed by Government: 
Davit Tkeshelashvili, State Minister on Regional Issues

Agreed by UNDP: 
Robert Watkins, Resident Representative

Date: 23.09.2008

Date: 23rd September 2008

destroyed or severely damaged, of which 177 in the northern suburb of Tamarasheni. Utilities are more or less functioning and the town is not (or no longer) completely deserted. Also, widespread damage has been reported from villages.

The conflict zone in and around Gori is now accessible, whereas the northern part of the Shida Kartli region is not. A joint inter-agency fact-finding mission to Gori and surroundings on 20 August reported that the town continues to be largely deserted (with up to 80% of the 50,000 strong population having fled), but that physical damage is limited. However, the villages in the municipalities of Gori, Kaspi, Kareli, and Khashuri suffered considerable damages in infrastructure due to bombardments, destruction of orchards and agricultural farms. Heavy damage to housing has also been reported for these areas.

As a result of the conflict the human rights and humanitarian principles have been seriously violated¹. The National Human Rights Institute/Public Defender's Office's (PDO) fact finding missions, reports from Human Rights Watch and other human rights organizations reveal human rights violations.

UNDP visited Gori several times in early September 2008 and met with representatives of the regional/local authorities (authorities of the Shida Kartli Region and the conflict affected municipalities of Gori, Kaspi, Kareli, and Khashuri). The assessment indicated that the capacity to cope with the emerged responsibility was insufficient, particularly given the complexity of the tasks to be completed within a short time frame. This was particularly the case in the Shida Kartli Region and more particularly in conflict affected municipalities like Gori, Kaspi, Kareli, and Khashuri. Previous assessments before the conflict showed local officials had limited capabilities to effectively accomplish their regular competencies. This was particularly the case for disaster management and disaster risk reduction, which have suffered from lack of operational capacity, institutional support, financial resources and commitment from key stakeholders (previously documented in the UNDAC 2005 mission report).

In sum, the main challenges the region is facing now are the following:

- The returning IDPs from/to Shida Kartli face considerable challenges in terms of damaged or destroyed houses, loss of livelihoods and lack of access (particularly inside the "buffer zone"). According to preliminary assessments, significant damage has been inflicted to residential apartments and basic infrastructure in the villages. The damage is spread unevenly across the region, with Gori district incurring the biggest damages, while that at the Georgian controlled territories in Kateli and Kaspi district are less significant.
- Moreover, the Government plans to resettle 30,000 - 40,000 IDPs (9-10,000 households) from South Ossetia and the buffer zones near villages in the bordering districts, providing them with land, (prefab) housing, and construction materials or cash compensations. This means that such villages will face additional pressures on basic services and infrastructure that needs to be dealt with. For these reasons, it is evident that IDPs, host communities and local authorities in the region will need

¹ Statement by Thomas Hammarberg the Commissioner for Human Rights of the Council of Europe 05.09.2008

support in recovering from the crisis, as well as in reintegration of IDPs with the local population.

- The most difficult situation is in the rural areas around the town of Gori, and in particular among farmers that have been negatively affected. While FAO is planning to undertake a detailed assessment, the Ministry of Agriculture reports that there are severe damages to the agricultural sector in the region - destroyed orchards and crop fields, lost animals, loss of harvest, and deteriorating animal and plant health. More than 500 ha of apple plants/trees have been burned, and there are almost no animals in the rural households, being either stolen or roaming around in the forests. Hence, the population is left without the main sources for their subsistence living.
- Further, the traumatic effects of the recent events and the perception of a threat from the proximity of South Ossetia and the "buffer zones" call for targeted assistance for these communities. According to UNICEF estimates, more than 60% of the IDPs are women and children. Although the UNIFEM detailed assessment of the needs of female IDPs is underway, it is evident that the conflict has left women in a particularly vulnerable position by increasing their role of primary care-givers and abandoning their community participation in the emergency and recovery periods, with a potential threat of increased violence against women. Moreover, as a result of the conflict, the local population was deprived of fundamental rights including the right to information, shelter, property and security. Therefore, improved access to justice, well functioning rule of law institutions and legal assistance as well as protection and promotion of human rights would also prevent any further socio-economic crisis and constitute a foundation for sustainable development of the region.
- The regional and local authorities face the challenge of contributing to recovery and reconstruction efforts in the conflict affected region. Yet, as acknowledged by the local authorities themselves, capacities at the local level are insufficient to cope with the emerged responsibilities, particularly given the complexity of the tasks to be completed in a short period of time. In order to use the window of opportunity created by the recent response to conflict, it is important for local authorities and communities to pay due attention to strengthening disaster management capabilities and introducing disaster risk reduction at local level.

Consequently, different types of support are needed to facilitate early recovery and transition to sustainable development of the affected region. It should encompass strengthening of local authorities' capacities to provide immediate and comprehensive support to the early recovery activities along with facilitation of the resumption of key livelihoods, service delivery and community security based on disaster management and public security approaches

II. Strategy

The project is based upon the understanding that properly designed and implemented early recovery assistance prevent deterioration of national capacities, contribute to the self-reliance of affected people, and narrow the gap between the scaling down of humanitarian assistance and the inception of longer term transition or recovery programmes as well as development approaches such as disaster risk reduction.

The project therefore aims to strengthen the capabilities of local governments to cope with crises and restore basic services and livelihoods in Shida Kartli region. It will ensure that both IDPs as well as the local population, residing in the most affected areas, benefit from the assistance and will target their immediate needs and priorities. The project will (1) strengthen capabilities of the local authorities to identify, design and implement early recovery activities as well as deliver better public services to the conflict affected population, apply UNDP's "Eight Point Agenda: Practical, positive outcomes for girls and women in crisis" with particular attention to protection of human rights, strengthening of the rule of law and programme development, and (2) target damaged infrastructure and create income generation opportunities for IDPs by supporting their settlement and reintegration so as to lay a foundation for sustainable development and disaster risk reduction.

Such an integrated intervention will have the following components:

1. *Strengthening local government capacities to respond to crisis, particularly recovery needs and priorities, including:*

- *Assistance to enhance local authorities' capacity for early recovery:* Critical support will be provided to local authorities to restore their capacity for public service delivery and managing recovery and coordination. It will assist the authorities to strategize, negotiate and engage in dialogue with affected communities, as well as with international partners. At the initial phase, Recovery Coordinators will be fielded within the regional/local authorities (office of the regional governor and 4 municipalities) to assist them in planning and managing the recovery efforts.
- *Development of an early recovery plan through an inclusive process:* Support in identifying the immediate priorities and planning of the respective responses. The Recovery Coordinators and international experts will be available to assist the authorities to map and identify priority projects, to secure participation of the communities in the process (involving men, women, youth, (former) IDPs, etc.), to detail the technical specifications for rehabilitation/ reconstruction, to design and implement the priority projects, etc.
- Once the immediate recovery activities are commenced, the authorities will be supported in developing a broader range of capacities to improve service delivery. Participatory revision of the existing regional and municipal development plans to include the new concerns and link them to the long-term development will be facilitated.
- *Strengthening of local disaster management capabilities and introduction of disaster risk reduction.* The recently experienced crisis response reaffirmed that the affected communities were largely unprepared and unable to provide essential humanitarian assistance to people in need. In order to built on lessons learned and use the window of opportunity created by the recent crisis, local communities and authorities will be offered a package of disaster management and disaster risk reduction activities that will help communities prevent, mitigate and cope with future crises caused by either man-made and natural hazards. Such activities will be coordinated with national authorities, first responders, Red Cross and other civil society organizations.

2. Restore livelihood in priority urban and rural areas, including:

- **Critical small/social infrastructure rehabilitation:** The project will support the restoration of basic social infrastructure that is critical to facilitate early recovery of the population. This will be done for those priorities identified through the participatory process (including water and sanitation systems in villages, irrigation systems, residential houses, etc.). About 12 rehabilitations, budgeted up to USD 25,000 will be supported by the project. Interventions to be supported by the project will be selected based on criteria such as importance of services to the vulnerable population, number of people affected, number of female beneficiaries, etc. Special efforts will be made to involve the private sector in the implementation of the rehabilitation and thus contribute to strengthening the local economy.
- **Temporary jobs and short cycle training for IDPs and local population:** It is likely to be confined to rehabilitation activities and will be offered to IDPs and local population as short term employment opportunities in their areas. Income will allow people to start rebuilding their lives even as they help restore vital public services. One example of this will be the rapid restoration of minor community infrastructure for the delivery of key public services. Short cycle skills training (rapid on-job training) will be delivered during working hours to ensure that the participants additionally benefit from these temporary employment opportunities. The capacity in Gori University and the Kareli VET Centre will be strengthened for that purpose. It is envisaged that about 460 vulnerable will benefit from the 3 months employment opportunity.
- **Targeted livelihoods for the rural population:** To support livelihood sustaining initiatives in rural areas for IDPs and local rural households, the project will provide basic agricultural inputs (seeds, planting materials, and fertilizers) and advice on their effective use. In addition, provision of animals (cattle, pigs, and sheep) and basic animal feed will be matched with advice and basic veterinary and plant protection services. A provision will be made for special treatment of land allocated to IDPs for farming, as the land allocated might be non-arable and need special care to become suitable for growing crops. This activity will be closely linked with the temporary employment activity.

3. Community Security, Rule of Law and Social Cohesion strengthened, including:

Facilitation of access to justice through legal assistance and initial capacity development of human resources and gender institutions is expected to enable local stakeholders to counter violations and address impunity:

- **Support to the Regional Office of the Public Defender:** The aim will be to enable the formation of an effective human rights protection system in the region and access to it for the local population, IDPs and other vulnerable groups, including women and elderly. The Regional Office of the Public Defender will be supported in effectively fulfilling its mandate, starting with thorough assessment of the human rights situation during and after the conflict, recommendations on matters related to better protection of human rights including legislation review and confidence building activities such as campaigns adapted to post-conflict needs entailing tolerance issues, and protection of minorities.

- *Legal Aid extended to IDPs and the local population:* The Legal Aid Centre, recently established in Gori, will be supported to expand its services. Support will be targeted to provision of free legal aid for people affected by the conflict and organizing mobile groups to be available at collective centres and camps to immediately respond to legal issues faced by IDPs. For better outreach and large scale activities, local NGOs and paralegals from community groups will be involved to reinforce the work of the legal aid centre and empower IDPs through legal education and information centres.
- *Establishment of a Gender Resource Centre in Gori:* In order to effectively respond to the immediate needs of female IDPs and ensure gender equality and inclusive participation, support will be provided for establishment of Gender Resource Centre under the National Gender Equality Mechanism/Gender Equality Council. The Centre will operate in line with the UNDP's "Eight Point Agenda: Practical, positive outcomes for girls and women in crisis" as well as the CEDAW and UN Security Council Resolutions 1325 and 1820 on women. It will advocate that women's needs are reflected in early recovery assistance and women actively participate in the decision-making process. The Centre will organize skills development activities to build women confidence after the conflict as well as establish partnerships with gender NGOs for better coordination and cooperation. The project will be carried out in close collaboration with UNIFEM and UNFPA, particularly activities addressing gender based violence and the UN Joint program on Greater Gender Equality.

The project will target the municipalities of Gori, Kaspi, Kareli, and Khashuri (Annex 2: Brief profiles of target municipalities) and set up a locally-based programme structure, closely linked to the local authorities and civil society organizations. It will also closely cooperate with and benefit from the initiatives of other international partners, such as UNICEF, UNHCR, WFP and NGOs operating in the area. A short inception period will be used to set up the office and map the villages most affected by the conflict and reach the most vulnerable groups.

Even though seed money will be provided to start up initiatives (e.g. on temporary employment opportunities, the provision of animals and basic agricultural products, etc) the core of the project consists in providing technical assistance through training of local authorities and community members through a training of trainers approach (e.g. on women empowerment in early recovery, addressing specific legal needs of community groups, etc.).

A conflict-sensitive and risk reduction approach will be applied since the monitoring and evaluation of the project will imply an update of the context analysis and an assessment of how the project will have affected future disaster risks and the coping capacity of the conflict-affected area. The conflict-sensitive approach is further reflected in the project through the inclusive target group, i.e. IDPs as well as other vulnerable people. Likewise, the project applies a disaster risk reduction approach in order to use the current crisis response to strengthen communities' abilities to prevent, mitigate and respond to future man-made crises or so-called natural disasters.

UNDP will utilize a locally-based programme structure to lay the groundwork for the planning of a full-scale recovery programme, linked to the Joint Needs Assessment, which is currently being undertaken. It will also leverage its local presence to inform the national authorities and apply measures with sensitivity to the local circumstances and constraints.

III. Results and Resources Framework

<p>Intended Outcome as stated in the United Nations Development Assistance Framework (UNDAF): The risk and impact of man-made and natural disasters is reduced</p>				
<p>Outcome indicators as stated in the UNDAF Results and Resources Framework, including baseline and targets: Conflict-related prevention, relief and recovery capacity is enhanced, disaster management strengthened and multi-sector integrated development projects piloted in selected regions of Georgia contributing to disaster risk reduction, conflict prevention and recovery initiatives at the regional level of Shida Kartli; Baseline: limited early recovery and disaster management capacity; Target: Early recovery and disaster management capacities at the regional level of Shida Kartli are established and functioning.</p>				
<p>Applicable Key Result Areas (UNDP): 3.1 Enhancing conflict and disaster risk management capabilities</p>				
<p>Partnership Strategy: UNDP will seek and forge close collaboration with the Office of the State Minister on Regional Issues, local authorities, other UN agencies, civil society and private sector in preparation, monitoring and implementation of the activities. Main Government counterpart will be the State Minister on Regional Issues and local authorities in the Shida Kartli Region (Municipalities of Khashuri, Kareli, Gori, and Kaspi). The project will be implemented in close cooperation with UN agencies and particular UNICEF.</p>				
<p>Project title and ID (ATLAS Award ID): Fostering Sustainable Transition and Early Recovery (FOSTER) - award 00050852, output: 00063026, 00063049, 00063050</p>				
Intended Outcomes	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>Output 1 (00063026): Local government capacities strengthened to respond to recovery needs and priorities</p> <p>Indicators Output 1</p> <p>1.1.1/ Detailed local plan for early recovery developed in a participatory manner (yes/ no)</p> <p>1.1.2/ Number of tasks undertaken with the help of provided technical assistance as requested by the authorities</p> <p>1.1.3/ Positive evaluation of the provided technical assistance from authorities</p> <p>1.2.1/ Number of women and men involved in the preparation and implementation of early recovery projects</p> <p>1.3.1/ Number of community-based disaster plans drafted</p> <p>1.3.2/ Awareness of local disaster risks enhanced and coping mechanisms established</p> <p>Baseline Output 1</p> <p>1.1/ Capacities at the local level are limited to effectively address recovery activities.</p> <p>1.2/ No local plan for early recovery exists</p> <p>1.3/ Disaster management is limited at local level and operational response capacity virtually absent</p>	<p>Targets Output 1</p> <p>1.1/ At least 2 tasks per month in each municipality undertaken by technical experts in support of local authorities and ER local plans developed</p> <p>1.2/ At least 25% of women's participation in planning and decision making</p> <p>1.3.1 At least two community-based disaster plans are drafted</p> <p>1.3.2 Disaster management issues covered at least in two training workshops</p>	<p>Output 1</p> <p>Activity 1: Support to Local Government</p> <p>1.1. Provide technical assistance to local government to enhance their early recovery implementation capacity</p> <p>1.2. Support local authorities in development of early recovery plan through an inclusive process</p> <ul style="list-style-type: none"> ▪ Support in identification of the priority recovery needs in a participatory manner ▪ Support in designing of priority recovery projects ▪ Support in Early recovery planning and projects, including in planning for respective resource mobilization <p>1.3 Support local authorities and civil society organizations in developing community-based disaster plans and enhancing community awareness of local disaster risks</p>	<p>UNDP - in close cooperation with Local authorities of the Shida Kartli Region, International donors</p> <p>NGOs, business sector</p>	<p>UNDP CO Assistance and consultancy support</p> <p>UNDP/BCPR</p>

Intended Outputs	Output Targets	Indicative Activities	Resp. parties	Inputs
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<p>Output 2 (00060049): Livelihoods in priority urban and rural areas restored</p> <p>Indicators Output 2</p> <ol style="list-style-type: none"> 1.1/ Number of emergency employment opportunities for vulnerable people established 1.2/ Number of people benefiting from the emergency employment opportunity 1.3/ Positive assessment of the emergency employment opportunity by various stakeholders (beneficiaries, authorities, other groups) 2.1/ Number of immediate small infrastructure reconstruction projects initiated/ implemented 2.2/ Positive assessment of the infrastructure rehabilitation projects by various stakeholders 3.1/ Needs assessment study for provision of basic agricultural goods available (yes/no) 3.2/ Number of recipient households for basic agricultural inputs 3.3/ Amount of agricultural inputs provided enough for fostering basic livelihood (yes/no) 3.4/ Number of knowledge exchanges from farmer to farmer and through other established mechanisms 4.1/ Number of people that received rapid training through the established VET scheme 4.2/ Medium term action plan for setting up vocational education and retraining capacities at Gori University and Kareli VET Center developed (yes/no) <p>Baseline Output 2</p> <ol style="list-style-type: none"> 1/ According to the UNICEF estimates more than 60% of the displaced are women and children, who find themselves in a particularly vulnerable situation. 2/ Livelihoods for vulnerable people (urban and rural) are destroyed or disrupted 3/ A significant part of basic infrastructure needs rehabilitation to provide the local population better access to sustainable livelihoods. 4.1/ Skills and capabilities with IDPs and local community for undertaking infrastructure rehabilitation is limited 4.2/ Structural VET in the region is absent 	<p>Targets Output 2</p> <ol style="list-style-type: none"> 1/ Emergency employment opportunities for at least 460vulnerable people over 3 months established 2/ At least twelve small infrastructural reconstruction projects completed 3/ At least two hundred households receive appropriate agricultural inputs; 4/ At least 200 people receive rapid training through the established VET scheme 	<p>Activity 1: Temporary employment opportunities Organize and manage emergency employment opportunities for IDPs and local population</p> <ul style="list-style-type: none"> • Design a scheme for involving local population in emergency employment opportunities ▪ Based on set criteria, identify and involve local population in various employment opportunities ▪ Provide rapid on-job training for the population in need. <p>Activity 2: Infrastructure rehabilitation Prioritise and implement small infrastructure rehabilitation projects</p> <ul style="list-style-type: none"> ▪ Design a mechanism for selecting small infrastructure projects from the early recovery plan ▪ Provide technical, administrative and financial support to implementation of the selected projects <p>Activity 3: Provision of agricultural inputs Provide basic agricultural inputs</p> <ul style="list-style-type: none"> ▪ Identify priority needs and requirements for the fertilizers, seeds, animals, etc. ▪ Design the scheme for provision of the inputs to targeted population ▪ Provide inputs to the population ▪ Set up a mechanism to provide respective advice to the population ▪ Provide support to Government institutions (Gori Office of the National Service for the Food Safety, Veterinary and Plant Protection of the Ministry of Agriculture) and farmers to ensure increased capacity in the region <p>Activity 4: Enhance VET training capacity Set up a flexible VET training capacity in Gori University and Kareli VET Centre</p> <ul style="list-style-type: none"> ▪ Identify the most demanded professions in support of recovery activities ▪ Set up a training capacity in identified professions in Gori University and Kareli VET Center ▪ Develop and deliver rapid training modules ▪ Develop agriculture extension/advice and knowledge sharing capacity and provide these services to the targeted communities. ▪ Develop medium term action plan for setting up vocational education and retraining capacities at Gori University and Kareli VET Center ▪ Build capacities of those entities as per action plan; start provision of structural retraining ▪ Develop capacity building initiatives in animal health and plant protection 	<p>UNDP - in close cooperation with Local authorities of the Shida Kartli Region, International donors NGOs, business sector</p> <p>UNDP/BCPR</p> <p>UNDP CO Assistance and consultancy support</p>
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Intended Outputs	Output Targets	Indicative Activities	Resp. parties	Inputs
<p>Output 3 (00063050): Community security, rule of law, and social cohesion strengthened</p> <p>Indicators Output 3</p> <p>1.1/ Number of recipients of legal aid and legal advice / consultations</p> <p>1.2/ Number of consultations extended by the mobile legal-aid groups</p> <p>1c/ Feedback from the beneficiaries of the legal aid/ consultations.</p> <p>2.1/ Regional office of Public Defender operational and response plan developed yes/no</p> <p>2.2/ Number of informational /educational campaigns organized by the PDO office</p> <p>2.3/ Number of CSO's using the PDO office premises for events/discussions</p> <p>3.1 / Gender resource centre set-up and operational (yes/no)</p> <p>3.2/ Number of women and women NGOs benefiting from the Gender resource centre services</p> <p>Baseline:</p> <p>Baseline Output 3</p> <p>1/ Provision of legal aid and advice in the region is limited</p> <p>2/PDO not represented in the region</p> <p>3/ No presence of national gender equality mechanism in the region</p>	<p>1.1./ At least 5,000 person benefited from legal aid and legal advice / consultations</p> <p>1.2./ At least 1,000 persons benefit from consultations extended by the mobile legal-aid groups</p> <p>2.1 Regional office of Public Defender established and response plan developed yes/no</p> <p>2.2./ At least 4 informational /educational campaigns organized by the PDO office</p> <p>2.3./ At least 10 CSO's used the PDO office premises for events/discussions</p> <p>3.1/ Gender Resource Center is set-up</p> <p>3.2/ At least 100 women benefited from the Gender resource center services</p>	<p>Activity 1: Legal Aid Office support</p> <p>Support regional office of Legal Aid in extending its mandate</p> <ul style="list-style-type: none"> ▪ Expand the MOJ Legal Aid Center and make it fully operational ▪ Pilot legal information center and organize community based legal education ▪ Provide free legal aid for people affected by the conflict ▪ Organize mobile groups and paralegals to be available at collective centers and camps to immediately respond to legal issues faced IDP-s ▪ Establish peer support groups as a powerful participatory strategy tailored to resolution of specific issues within communities ▪ Raise awareness on the pilot legal aid center among IDP-s and local population <p>Activity 2: Set-up PDO office in Gori</p> <p>Support establishment of PDO regional office in Gori</p> <ul style="list-style-type: none"> ▪ Support to set up of PDO regional office in Gori ▪ Take actions to prevent and address violations of legal, physical material security of IDPs ▪ Provide special assistance to the victims of the gender based violence to reclaim their rights ▪ Organize informational/educational campaigns adapted to the post-conflict needs including tolerance issues ▪ Create forum for civil society organizations working on human rights protection in the region <p>Activity 3: Gender Resource Center</p> <p>Support to set up of a Gender Resource Centre in Gori</p> <ul style="list-style-type: none"> ▪ Set up a Gender resource center in Gori to effectively respond to women IDP's immediate needs ▪ Support and strengthen Gender Equality Council in coordination of gender related initiatives in conflict affected area ▪ Set up women empowerment scheme to build women skills and confidence after the conflict ▪ Expand women's participation in decision making by involving them in early recovery activities and increasing their confidence ▪ Strengthen women NGO-s in the conflict zone 	<p>UNDP - in close cooperation with Local authorities of the Shida Kartji Region, Public Defender, International donors NGOs, business sector</p>	<p>UNDP CO Assistance and consultancy support UNDP/BC PR</p>

IV. Annual Work Plan - 2009 - OUTPUT 1- FOSTER: LOCAL GOVERNANCE

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount	
Output 1 Local government capacities strengthened to respond to recovery needs and priorities	<p>Activity 1: Support to Local Government 1.1. Provide technical assistance to local government to enhance their early recovery implementation capacity 1.2 Support local authorities in development of early recovery plan through an inclusive process - Support in identification of the priority recovery needs in a participatory manner - Support in designing of priority recovery projects - Support in Early recovery planning and projects, including in planning for respective resource mobilization 1.3 Support local authorities and civil society organizations in developing community-based disaster plans and enhancing community awareness of local disaster risks</p> <p>Activity 2: Management & M&E Implementing project activities</p>	x	x	x		UNDP	BCPR	71200: Int. Consultants-Sht Term	18,000.00	
									71300: Local Consultants (SSA)	1,900.00
									71400: 4 Recovery Assistants	37,440.00
		x	x	x		UNDP	BCPR	71400: Project Staff at 1/3 time- PM(NOC)	7,446.00	
								71400: Project Staff at 1/3 time- Adm/fin Asst (G6)	3,115.02	
								71400: Project Staff at 1/3 time- 2 Drivers	4,052.40	
								72400: 1/3 of telephone, internet, mobile costs	6,000.00	
								72505: Stationery, office supplies	2,550.00	
								73100: 1/3 Office rent, security measures	2,970.00	
								73410: Fuel costs	4,500.00	
TOTAL	OUTPUT 1 - 2009								87,973.42	

IV. Annual Work Plan - 2008 - OUTPUT 2 - FOSTER: LIVELIHOODS (continued)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount	
Output 2 Livelihoods in priority urban and rural areas restored	Activity 5: Management & M&E Implementing project activities				X	UNDP	BCPR	71400: Project Staff at 1/3 time- PM(NOC)	2,482.00	
								71400: Project Staff at 1/3 time- Adm./fin Asst (G6)	1,038.34	
								71400: Project Staff at 1/3 time- 2 Drivers	1,350.80	
								71400: Project Coordinator for activity 2 - NOA	4,476.00	
								71400: Civil Engineer - NOA, 9 months	4,476.00	
								72215: Purchase of Vehicle	20,000.00	
								72220 : 1/3 costs of 16 desks, chairs, shelves	2,560.00	
								72400: 1/3 of telephone, Internet, mobile costs	2,000.00	
								72415: 1/3 of audio eq.: dictaphone, video/photo camera	380.00	
								72505: Stationery, office supplies	850.00	
						72800: 2 desktops (engineer, coordinator)	1,800.00			
						73100: 1/3 Office rent, security measures	990.00			
						73410: Fuel costs	3,000.00			
TOTAL	OUTPUT 2 - 2008									199,457.46

IV. Annual Work Plan - 2009 - OUTPUT 2- FOSTER: LIVELIHOODS

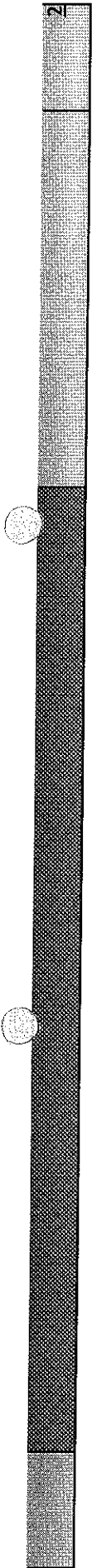
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Amount		
							Budget Description			
Output 2 Livelihoods in priority urban and rural areas restored	Activity 1: Temporary employment opportunities Organize and manage emergency employment opportunities for IDPs and local population <ul style="list-style-type: none"> Design a scheme for involving local population in emergency employment opportunities Based on set criteria, identify and involve local population in various employment opportunities Provide rapid on-job training for the population in need. 	X	X	X		UNDP	BCPR	71200: International Consultants	20,000.00	
									72100: Provision of Temporary employment	200,000.00
		Activity 2: Infrastructure rehabilitation Prioritise and implement small infrastructure rehabilitation projects <ul style="list-style-type: none"> Design a mechanism for selecting small infrastructure projects from the early recovery plan Provide technical, administrative and financial support to implementation of the selected projects	X	X	X		UNDP	BCPR	72100: Small infrastructure Rehabilitation	230,000.00
		Activity 3: Provision of agricultural inputs Provide basic agricultural inputs <ul style="list-style-type: none"> Identify priority needs and requirements for the fertilizers, seeds, animals, etc. Design the scheme for provision of the inputs to targeted population Provide inputs to the population Set up a mechanism to provide respective advice to the population Provide support to Government institutions (Gori Office of the National Service for the Food Safety, Veterinary and Plant Protection of the Ministry 	X	X	X		UNDP	BCPR	72100: Provision of basic agricultural inputs	70,000.00
									71300: Local Consultants (SSA)	1,900.00
	Activity 4: Enhance VET training capacity Set up a flexible VET training capacity in Gori University and Kareli VET Centre <ul style="list-style-type: none"> Identify the most demanded professions in support of recovery activities Set up a training capacity in identified professions in Gori University and Kareli VET Center Develop and deliver rapid training modules Develop agriculture extension/advice and knowledge sharing capacity and provide these services to the targeted communities. Develop medium term action plan for setting up vocational education and retraining capacities at Gori University and Kareli VET Center Build capacities of those entities as per action plan; start provision of structural retraining	X	X	X		UNDP	BCPR	72100: Developing/delivery of training modules within VET	25,000.00	
									72100: Developing agricultural extension	7,000.00

IV. Annual Work Plan - 2009 - OUTPUT 2 - FOSTER: LIVELIHOODS (continued)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
Output 2 Livelihoods in priority urban and rural areas restored	Activity 5: Management & M&E Implementing project activities	x	x	x		UNDP	BCPR	71400: Project Staff at 1/3 time- PM(NOC)	7,446.00
								71400: Project Staff at 1/3 time- Adm/fin Asst (G6)	3,115.02
								71400; Project Staff at 1/3 time- 2 Drivers	4,052.40
								71400: Project Coordinator for activity 2 - NOA	13,428.00
								71400: Civil Engineer - NOA, 9 months	8,952.00
								72400: 1/3 of telephone, internet, mobile costs	6,000.00
								72505: Stationery, office supplies	2,550.00
						73100: 1/3 Office rent, security measures	3,924.00		
						73410: Fuel costs	9,000.00		
TOTAL								611,413.42	

IV. Annual Work Plan - 2008 - OUTPUT 3 - FOSTER: RULE OF LAW (continued)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
Output 3: Community security, rule of law, and social cohesion strengthened	Activity 5: Management & M&E Implementing project activities				X	UNDP	BCPR	72215: Purchase of Vehicle	20,000.00
								71400: Project Staff at 1/3 time- PM(NOC)	2,482.00
								71400: Project Staff at 1/3 time- Adm/fin Asst (G6)	1,038.34
								71400: Project Staff at 1/3 time- 2 Drivers	1,350.80
								71400: Project Coordinator for activity 3 - (NOA)	4,476.00
								72220 : 1/3 costs of 16 desks, chairs, shelves	2,560.00
								72400: 1/3 of telephone, Internet, mobile costs	2,000.00
								72415: 1/3 of audio eq.: dictaphone, video/photo camera	380.00
								72505: Stationery, office supplies	850.00
								72800: desktop (coordinator)	900.00
						73100: 1/3 Office rent, security measures	990.00		
						73410: Fuel costs	3,000.00		
TOTAL	OUTPUT 3 - 2008								170,147.14

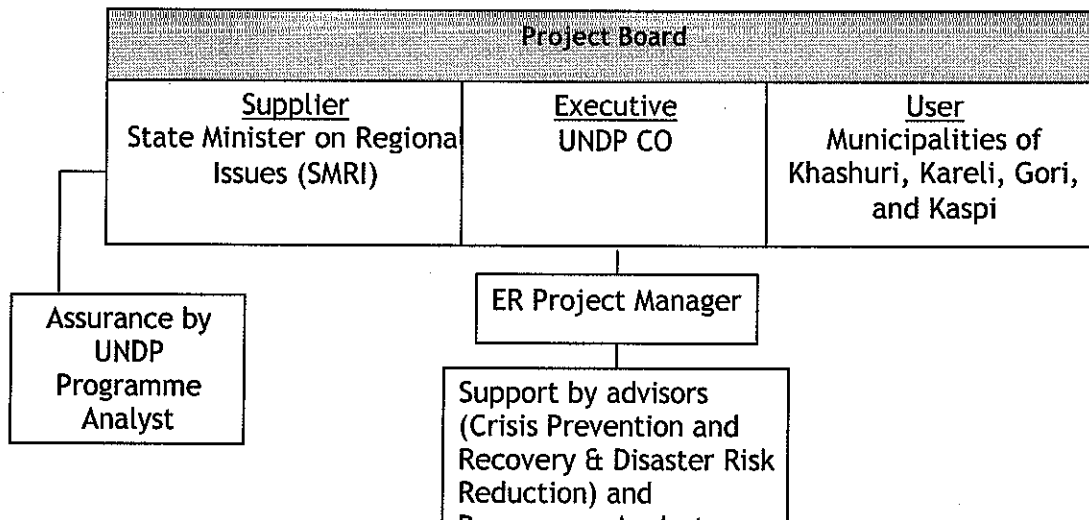


V. Management Arrangements

UNDP Country Office in Georgia (UNDP CO) will be the implementer of this project and will be responsible for producing outputs and use of resources. As such, it will bear the overall accountability for delivering the project in accordance with its applicable regulations, rules, policies and procedures.

UNDP will establish a project office in Gori, staffed with ER Programme Manager, 2 Project Coordinators, and 1 Administrative Assistant. The ER Programme Manager will be the official liaison between the UNDP CO and the Municipalities of Khashuri, Kareli, Gori, and Kaspi and will be responsible for day-to-day management of the project. International and national experts will be engaged to provide technical advice and assistance in designing and implementing of the project. The coordination with the local authorities will be further facilitated by the team of Recovery Activity Coordinators fielded in each of the municipalities. The UNDP CPR Advisor, DRR Advisor and CPR Programme Analyst will be availing support and guidance to project implementation. The office in Gori will be equipped with the necessary IT equipment and furniture and will have two vehicles at its disposal.

The project will introduce the Project Board with the three relevant roles of executive, supplier and user. While the executive will ensure the funds are managed properly and in a cost-efficient manner, the user will actually use its benefits and the supplier will provide resources and skills to produce the output. Therefore, the project executive role will rest with UNDP CO, whereas the supplier role will be State Minister on Regional Issues (SMRI). The Municipalities of Khashuri, Kareli, Gori, and Kaspi will be the principle user of the output. The Board meetings will take place on a quarterly basis during the project implementation period. Other relevant stakeholders will be invited to the meetings as needed. Project assurance will be provided by the relevant CPR Programme Analyst within UNDP CO.



VI. Monitoring Framework

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

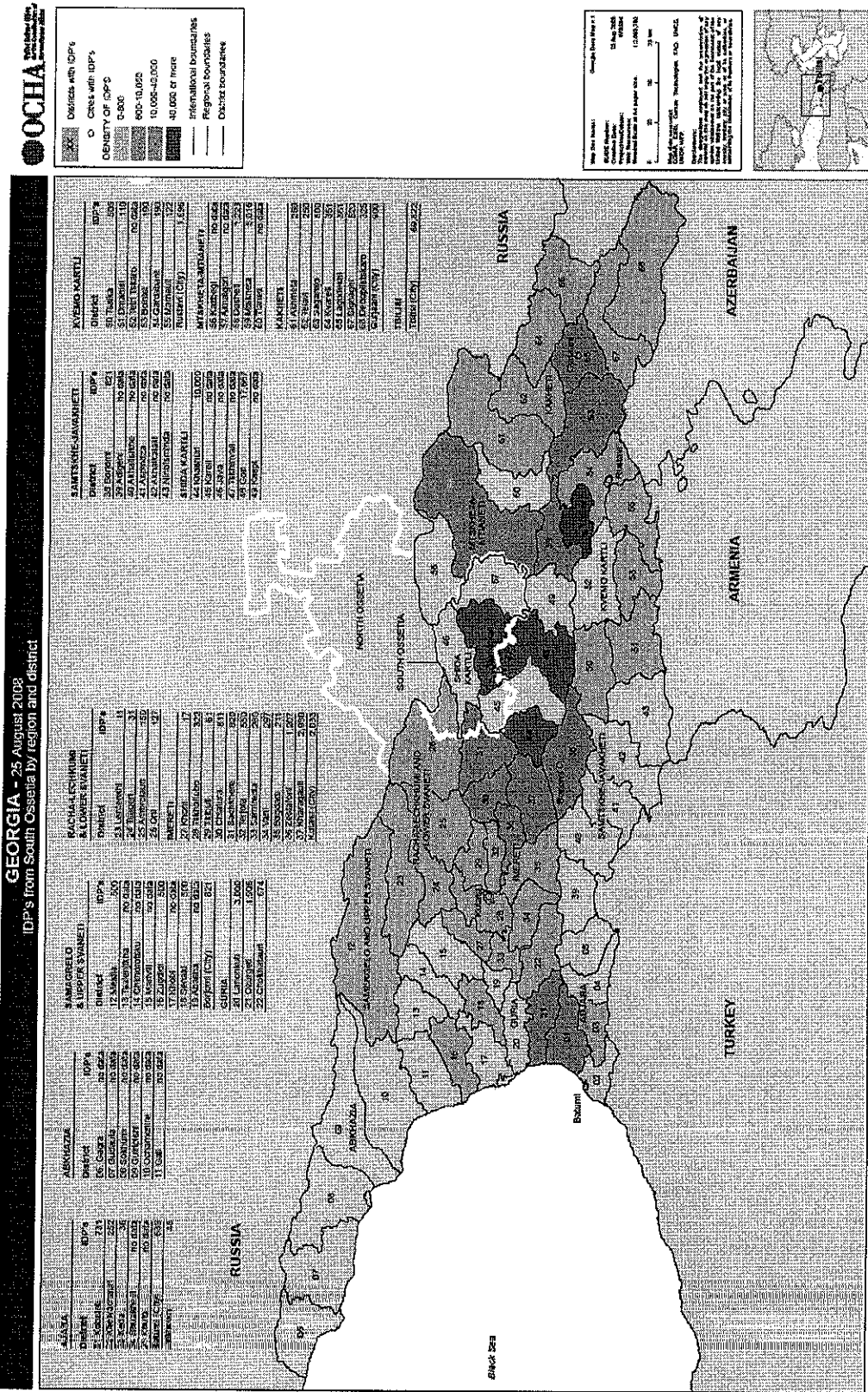
Within the annual cycle

- 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 ER Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis (see Appendix 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 ER 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
- A project review shall be conducted at the end of the second quarter of the project period, to assess the performance of the project and evaluate performance against the Annual Work Plan (AWP). Another assessment will be made the fourth and final quarter. This review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which shall be continued beyond the end of the initial project period.
- Update of the context analysis

VII. Legal Context

This document together with the Country Programme Action Plan (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) between the Government of Georgia and the United Nations Development Program, signed by the parties on 1 July 1994 and all CPAP provisions apply to this document.

ANNEX 1. IDPs from South Ossetia by region and district, 25 August 2008, OCHA



ANNEX 2: Brief profiles of target municipalities

Kareli municipality

- Population (2007): 51,500 (40.000 rural)
- The municipality encompasses 18 self-governing territorial units (1 town, one borough, 83 villages)
- Employment: 88.7% of the population is economically active (source: Kareli municipal development plan, 2007), out of which 45.3% are formally employed, mostly in SME sector and public sector. Agriculture is the principal economic activity, with fruits, grapes, sugar beet, corn, vegetables, and milk as main outputs
- Number of IDPs (8 Sept. 08): 352

Khashuri municipality

- Population (2007): 61.100 (30.000 rural)
- Area: 585.2 square kilometres
- The municipality encompasses 13 self-governing units (1 town, 1 settlement, 81 villages)
- Out of 61.8% of economically active population, 21.7% are formally employed (70% of the latter in their own micro enterprises)
- Agriculture is the principal economic activity
- Number of IDPs (8 Sept. 08): 1,267 (around 1,000 with host families), 500 more are expected

Kaspi municipality

- Population: 51.700 (37.000 rural)
- Area: 80,3 square kilometres
- There are 16 territorial self-governance units (1 town, 70 villages)
- Employment: 56.9% of the population is economically active, with 36.3% of them formally employed, mostly in industrial sector (cement and clinker) and SMEs.
- Agriculture is the principal economic activity, with grains, sunflowers, beans, fruit and vegetables as main outputs.
- Number of IDPs (8 Sept. 08): 1,398

Gori municipality

- Population: 148,500 (99,100 rural)
- Area: 2,327.1 square kilometres
- There are 273 territorial self-governance units (1 town, 272 villages)
- Employment: 48.7 % of the population is economically active, with 44.8% of them formally employed, mostly in industrial sector and SMEs.
- Agriculture is the principal economic activity, with grains, fruit and grapes as main outputs

- Number of IDPs (8 Sept. 08): 6,128 (out of which 1,600 in tented camp, the rest allocated within collective centres and host families)

ANNEX 3. Risk Analysis:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Continuation of the conflict hampers situation on the ground	08/09/2008		Negatively impact on timeliness, sustainability and effectiveness of the project activities	Flexible approach in determining the priorities and ensure conflict sensitivity in implementation				
2	Duplication of activities by other organisations	08/09/2008	Other	Duplication would be a waste of resources and confuse national and local counterparts P = 4 I = 2	Coordination between all relevant stakeholders and organisations to minimize the risk of duplicating activities				
3	General uncertainty about government policy and priorities (changing frequently)	08/09/2008	Political Strategic	Uncertain and changing priorities make strategic planning difficult and could negatively impact the project in planning and implementation P = 3 I = 3	Continuous (formal and informal) contact with the government at all levels to understand and incorporate changing priorities in the project				
4	Uninformed decisions due to lack of information	08/09/2008	Operational	Lack of information negatively impacts the project in planning and implementation P = 3 I = 2	Plan for the inception period, perform assessment missions and gather information through counterparts				
5	Lack of ownership of Early Recovery Plans and small infrastructure rehabilitation	08/09/2008	Political Other	Lack of community/government acceptance (and agreement) of Early Recovery Plans and selection of infrastructure rehabilitation could	Organise an inclusive consultation process with the local (targeted) communities to ensure that communities' (as well				

projects' priorities by local communities and governments			decrease sustainability P = 2 I = 3	as local governments' priorities are correctly reflected				
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ANNEX 4. Budget overview

Item/Sector/Activity	Unit	Value	Months	Total
I. PERSONNEL COSTS				
Project staff				
71200 International Consultants				
Short-term International experts	1			54,000.00
71300 Local Consultants				
71300- National expert (SSA)	1	1,900.00	6	11,400.00
71400 Contractual Services - Individ				
Project Manager (NOC)	1	2,482.00	12	29,784.00
Project Coordinator (NOA)	2	1,492.00	12	35,808.00
Project Admin/Fin Assistant (per month)	1	1,038.34	12	12,460.08
Driver	2	675.4	12	16,209.60
Civil engineer	1	1,492.00	9	13,428.00
Sub-Total Project Staff				107,689.68
71400 Contractual Services - Individ				
Legal aid experts (NOA)	2	1,492.00	12	35,808.00
Recovery Assistants (G6)	4	1,040.00	12	49,920.00
PDO / HR expert (NOA)	1	1,492.00	12	17,904.00
Gender expert (NOA)	1	1,492.00	12	17,904.00
Sub-Total Experts				121,536.00
SUB-TOTAL PERSONNEL COSTS				294,625.68
II. OPERATIONAL COSTS				
72400 - Communic & Audio Visual Equip				
Telephone and internet installation	1	500	12	6,000.00
Communication cost - land lines and mobile	1	700	12	8,400.00
Internet cost	1	800	12	9,600.00
Dictaphone	1	240		240
Video camera	1	700		700
Photo camera	1	200		200
Sub-Total Communication				25,140.00
72800- Information Technology Equipment				
Computer desktop	12	900		10,800.00
Computer laptop	2	1,300.00		2,600.00
Printer	3	350		1,050.00
Copier/printer/Scanner	1	550		550
Sub-Total IT Equip				15,000.00
72200- Equipment and Furniture				
Office tables	16	250		4,000.00
Office chair	16	30		480
Shelf	16	200		3,200.00
Sub-Total Equipm. And Furniture				7,680.00
73100 - Rental & Maintenance - Premises				
Office rent, security measures	1	990	12	11,880.00
Sub-Total Rental & Maintenance				11,880.00
73200- Premises Alternations				
Office renovation (lump sum)	1	28,816.00		28,816.00
Sub-Total Premises Alter.				28,816.00
73410 - Maint, Oper of Transport Equip				
Vehicle	2	20,000.00		40,000.00
Fuel (per month)	1	2,500.00	12	30,000.00

Sub-Total Transportation				70,000.00
Item/Sector/Activity	Unit	Value	Months	Total
72505- Stationery & other Office Supp				
Stationary and other miscellaneous costs (lump sum)	1	850	12	10,200.00
Sub-Total Stationary				10,200.00
SUB-TOTAL OPERATIONAL COSTS				168,716.00
III. PROGRAMME COSTS				
72100 - Contractual Services - Companies				
PDO Monitoring of Human Rights	1	12,000.00		12,000.00
Legal Aid Educational campaign	1	10,000.00		10,000.00
Gender Center activities - trainings, seminars, cost -	1	15,000.00		15,000.00
Basic agricultural inputs	1	100,134.32		100,134.32
Emergency employment component	463	180.00	3.00	250,020.00
Small infrastructures	12	23,333.33		280,000.00
Developing/delivery of training modules	2	20,000.00		40,000.00
Develop agricultural extension	1	10,000.00		10,000.00
SUB-TOTAL PROGRAMME COSTS				717,154.32
TOTAL PROJECT BUDGET:				1,180,496.00