

United Nations Development Program

Country: Georgia

Project Title: HUS-CO - Human Security through Community Participation – Phase I

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

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

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

Executing Entity: UNDP

Implementing Agency: UNDP

Brief Description

The Georgia Human Security through Community Participation Integration Program (HUS-CO) responds to the long term development needs of the country's IDP communities which have suffered most from several political and economic shocks over the past 16 years; most recently the combined effect of the global economic crisis and the conflict of August 2008. Prompted initially by the need to provide immediate humanitarian assistance to 127,000 internally displaced persons (IDPs) following the recent conflict in South Ossetia, the Program represents an integrated response to Georgia's chronic IDP challenge dating back to 1992 - over 220,000 long-standing IDPs and an estimated 30,000 IDPs who have no immediate prospect of being able to return to their homes after the conflict of August 2008. For this reason the program will mainly target three regions which have the largest (except Tbilisi) concentrations of IDPs – Samegrelo, Imereti and Shida Kartli. It thus makes the deliberate and strategic transition from recovery efforts to long term development, ostensibly focussing on building the human capabilities of IDPs to improve their integration into social life as well as further develop their livelihoods. Critically, however, the program's modules are designed to mobilise wider positive benefits, encompassing non-IDP host communities, as well as addressing the larger social integration priorities of the Government. In order to achieve this goal the Program has adopted the human security approach which is rooted in a multi-sectoral development philosophy and encompasses components: 1) Community participation 2) Livelihoods and employment generation and 3) Access to Justice and public Awareness and 4) Confidence building and reconciliation.

Program Period:	<u>2006-2010</u>
Key Result Area (Strategic Plan)	<u>Recovery</u>
Atlas Award ID:	<u>00057698</u>
Atlas output ID:	<u>00071389</u>
Start date:	<u>01 Nov 2009</u>
End Date	<u>31 Nov 2011</u>
LPAC Meeting Date	26 Jun 2009
Management Arrangements	DIM

Total budget	<u>2,220,000USD</u>
Total allocated resources:	
• Regular (UNDP)	<u>300,000USD</u>
• Other:	
o Donor	_____
o Government	_____
Unfunded budget:	<u>1,920,000USD</u>
In-kind Contributions	_____

Agreed by the Government of Georgia:
Koba Subeliani
Minister of Refugees and Accommodation

Agreed by UNDP:
Inita Paulovica
UNDP Deputy Resident Representative

Date: _____

Date: _____

I. SITUATION ANALYSIS

Over the past 16 years Georgia's social and economic development has been undermined by several shocks, most recently the affects of the global economic crisis and the conflict of August 2008. The immediate impact of these shocks, have exposed a prevailing social and economic stress which characterizes the lives of many Georgians today. The UN Development Assistance Framework (UNDAF) 2006-2010 reflects this pervasive trend by referring to a state of "volatility and instability" in which the population faces daily challenges to live in a stable and secure environment. One of the most visible manifestations of this situation is the living condition of over 220,000 internally displaced people (IDPs), resulting from a series of post-independence conflicts and political crises in breakaway regions of the country¹. Georgia's internally displaced population are mainly concentrated in the regions of Tbilisi (87,000), Samegrelo (81,000), Imereti (25,000) and Shida Kartli (estimated 18,000 long-term IDPs). The current humanitarian effort to IDPs from the most recent conflict is focussed on Shida Kartli, where the Government has already built new settlements and has started the process of allocating land for the newly displaced population. The resettlement of IDPs from the August 2008 conflict in nucleated settlements some distance from nearby towns and cities presents major challenges to their ability to obtain new livelihoods. Even though the distance to surrounding towns (principally Gori and Tbilisi) is not great, some of the settlements currently have poor road connections and most of the IDPs lost their assets in the conflict.

The human costs of conflict in Georgia unfold against a backdrop of chronic vulnerability for large portions of the population. According to the World Bank's Georgia Poverty Assessment (September-October 2007) 23.6% of Georgians are poor and 9.3% are very poor. The rural population is poorer than the urban population: 29.7% versus 18.3% for overall poverty and 12.4% versus 6.7% for extreme poverty. Thus poverty in Georgia is predominantly a rural phenomenon – it constitutes 59% of the total poor and 62% of the extreme poor. With over half of Georgians dependent on the rural economy for their livelihoods, most of which focuses on subsistence farming, agriculture in the country continues to serve as an informal safety net. Indeed unemployment in Georgia is calculated to be about 17%, but this figure may conceal a great deal of under-employment. It is feared that a deepening of the global economic crisis may increase the incidence of overall poverty, exacerbated by the fall-out from the 2008 conflict. For example the conflict led to a rise in the number requiring social assistance, and it is estimated that an additional 100,000 people who have been affected by the conflict, directly or indirectly, are now vulnerable and thus in need of social protection assistance. An anticipated deceleration of the economy will inevitably lead to an increase in poverty and unemployment nationwide. There has also been a disruption to non-agricultural and trading enterprises throughout the country but particularly in and around the conflict areas. Coupled with reduced consumer demand, these impacts are expected to reduce earnings and lead to the contraction of the private sector (including an inability to service their debt).

This generalised picture of vulnerability is made even more acute for the large numbers of internally displaced Georgians, whose separation from their homes and livelihoods presents an additional major social challenge. The recent wave of IDPs from the 2008 conflict has put attention on the long-standing IDP problem, which provides a sombre picture of social and economic stress for the vast majority of displaced Georgians. Throughout the country, 55% of IDPs live in private accommodation (host families, relatives or rented accommodation) and 45% in so called Collective Centers, which are generally described as offering sub-standard living conditions. One third of IDPs claim that they starve systematically or that they can hardly afford normal nutrition. The situation is the worst in Samegrelo and slightly better in Tbilisi. Unemployment and displacement are considered the main reasons for impoverishment, with only 10% of IDPs indicating they can afford to buy medicines when required. Generally the economic conditions of the IDP in small towns and villages are worse than the conditions of those in large cities, with most included in the vulnerable families assistance program, and while much attention is paid to IDPs in Collective Centres, there is much concern that the needs of IDPs in private accommodation is being overlooked, in spite of their own impoverishment. Only one-third of IDPs country-wide are employed, the majority (more than one half) in private or state establishments,

¹According to the Joint Needs Assessment (October 2008) long-term IDPs, dating back to 1992, number 220,000 and new long-term IDPs from the 2008 conflict number 30,000.

approximately one fifth are self-employed, while more than one tenth work on their own land plots and approximately the same share has some kind of temporary employment. While IDPs in Tbilisi are more likely to have employment, the biggest concentration of unemployed IDPs are in Samegrelo and Imereti. The key dimensions of the vulnerability of IDPs, i.e. diminished household capacities to develop and sustain positive coping strategies, are: uncertainty with respect to the future, commonly poor housing conditions, low income/employment; disruption of social and economic networks; and traumatising.

In February 2007, the government had adopted a comprehensive strategy for the reintegration of the IDPs and in July 2008 endorsed an Action Plan. The Action Plan has recently been revised to account for the new situation, containing measures for the (i) creation of conditions for the dignified and safe return of IDPs, including creation of conditions for return and provision of assistance to presumed returnees; (ii) support to decent living conditions for the displaced population and their participation in society, including improvement of the living and socio-economic conditions of IDPs. The action plan consists of two parts, with the first including measures to be undertaken by the state budget and the second part presents the complementary measures to be funded and implemented by the international and non-governmental organizations within the framework given by the State Strategy.

II. STRATEGY

The Human Security through Community Participation Program represents a multifaceted and comprehensive approach to supporting the most vulnerable IDP communities in Georgia, and through its operational design to deliver long-term benefits to non-IDP host communities. It is underpinned by a philosophy which seeks to build the individual and community capacities to better manage and even reverse insecurity and reduce the threats to livelihoods faced by populations affected by conflict and socio-economic shocks. It will take its cue from the UNDP Country Program Action Plan (CPAP) emphasis on support to the "recovery and rehabilitation of livelihoods of people affected by the conflict in South Ossetia and Abkhazia as a precondition for a long lasting resolution of the conflicts" and design development interventions which assertively build local capacities to stimulate the "transition from humanitarian to development assistance through the rehabilitation of social infrastructure and support for income generation activities, coupled with peace building activities and public awareness campaigns"². The program will address the social and economic concerns of the large IDP population in the country, focussing on both recent IDP communities and the long-standing communities, whose unresolved situation stands as a reminder of the need to find durable solutions to some of Georgia's prolonged socio-economic challenges. By presenting a coherent approach to support IDP and non-IDP communities the program will simultaneously support socio-economic benefits and grass-roots social integration.

The introduction of human security as a conceptual frame for the program will allow UNDP and its partners to more coherently address the root causes of "volatility and instability" identified by the UN Country Team in the current UNDAF, and more specifically the nature of the program inputs will ensure that those underlying causal factors of "weak governance, poverty and dire socio-economic conditions"³ can be addressed in an integrated fashion, by bringing different development competencies to bear to the most depressed geographical areas and communities. As such the driving principle of the program will be the security of individuals and communities in Georgia, which is underlined by a collective responsibility to protect Georgian citizens from threats to economic capabilities, food security, a healthy life, the ability to live in a good environment, personal security, community security and political empowerment. Therefore the human security principle at the heart of this program is a "transversal concept that affects every sector that can impact on people's welfare and that requires the adoption of cross-sectoral policies to respond to a range of human security vulnerabilities...", and which in parallel allows individuals and communities to mould security policies in accordance to their perceived or real threats.⁴ It's against this background that the program will support wider European security objectives as

² Country Program Action Plan 2006-2010 between the Government of Georgia and UNDP, p.15

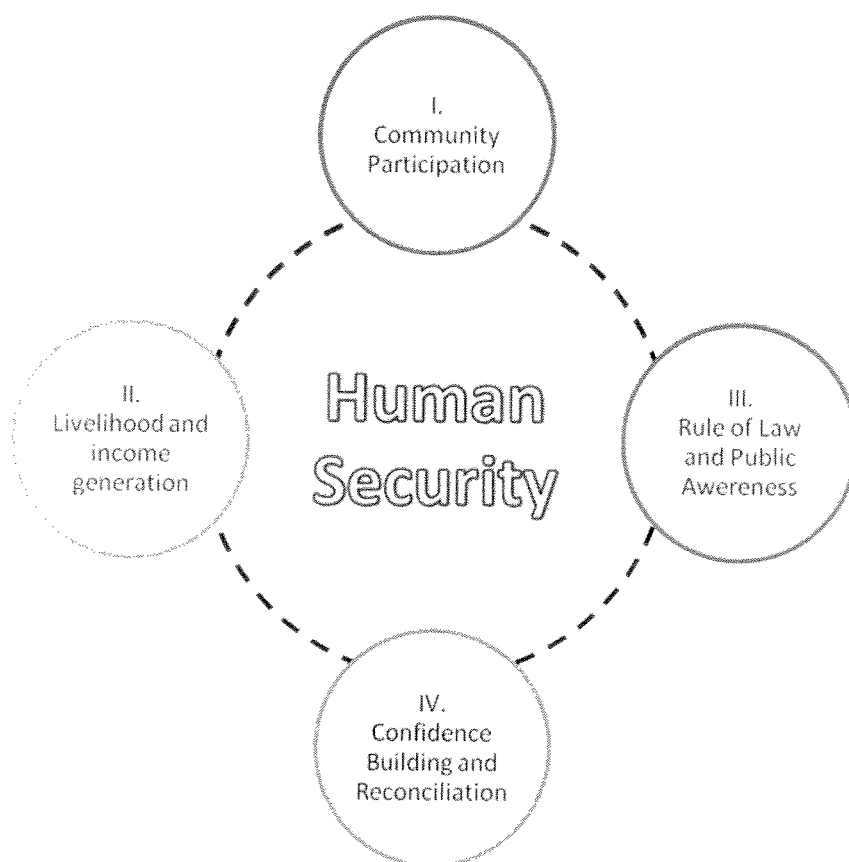
³ United Nations Development Assistance Framework, Georgia 2006-2010, p11

⁴ Delivering Human Security through Multi-level Governance, UNDP Brussels/United Nations University, 2009, p21

outlined in the European Neighbourhood Policy and the European Union's European Security Strategy, which affirms the support of the European Union (EU) to a human security approach to international affairs.⁵

Program Components

The program will constitute four components which together will strengthen human capabilities to realize each of the commonly understood features of human security. With its regional geographical emphasis (Samegrelo, Imereti and Shida Kartli) concentrating on those parts of the country with the largest (except Tbilisi) IDP populations the program aims to build local capacities for reversing the phenomenon of vulnerability among predominantly rural communities. In this respect each component will aim to assist the Government's State Strategy for Internally Displaced Persons, by helping to bolster employment and income generating opportunities, thus assisting with improvements in quality of life and through community mobilization support the social capital and social integration of IDPs.



Currently there are a huge number of donor-driven activities taking place in Georgia to support the IDP population. Most of these are focussed on providing support to the new wave of IDPs, though other initiatives are supporting the older generation of IDPs, for example through the provision of social housing. However, there are few significant examples of programs which attempt to address the social integration and long-term development priorities of IDPs in a coherent fashion. The Human Security through Community Participation Program deliberately promotes an integrated approach, which is afforded by the scope of the human security concept and as such can build into the program design the different priority components required to support the multi-faceted needs of IDPs. The program's design is based on the premise that addressing the root causes of IDP vulnerability is not a single sector concern but demands an inter-disciplinary conceptual and operational design, while such efforts will be vain if they did not simultaneously seek to build the capacities of host-communities towards the overall goal of

⁵ Council of the European Union, Report on the Implementation of the European security Strategy – Providing Security in a Changing World, December 2008

sustained social integration. Thus the program has identified four priority components for building local capacities to reverse deep-seated development challenges shared by IDPs and local host communities, and through the design and management arrangements (see Section VI) the program will seek an implementation modality in which the program modules are able to mutually support each other, both vertically within the respective component and horizontally between components. One objective of the program will be to “connect the dots” of existing support to IDPs, where doing so makes sense within the scope and priority-setting agenda of the program. Therefore certain modules of the program will build on and expand existing UNDP and in some cases non-UNDP activities, tailoring these to support the human security needs of IDPs. Thus the partnership strategy of the program will foster durable working relationships between the responsible Program Management Unit and the key local stakeholders, whose full ownership and support will be instrumental for successful implementation.

Component I: Community Participation for further integration

Community visioning for enhancing local social infrastructure

A major part of the program will be community participation to develop an effective two-way (government-society) interaction strategy that would not only inform IDPs and their subgroups (e.g. in Collective Centres and those living in private accommodation) about issues relevant for them, but also inform the broader society about IDP needs and their specific problems, prompt public debate, active public participation and a sense of ownership over policies. The program will start working in the districts that have absorbed a significant number of IDPs over the years, e.g. Tsalenjikha, Zugdidi, Khobi and Senaki. Gradually the program will expand toward other parts in Samegrelo, Imereti and Shida Kartli.

The communities in the respective districts will be encouraged to develop “Common Social and Economic Vision Documents” which with guidance will lay the foundation for prioritizing social infrastructure projects in the respective community. Each participating community will be required to elaborate a sound business case which will allow it to access material and financial support from a Community Participation Fund (still to be established). Such “Common Social and Economic Vision Documents” identify the most important social and community infrastructure projects and *may* include building community centres, support services to small business, village development projects, vocational training and tourism. The key will be participatory planning within the community.⁶ A key factor in the design and implementation of the dialogues will be to ensure that female stakeholders are incorporated into the program and women’s voices are fully represented in all decision-making.

To facilitate the community dialogue among the representatives of the different IDP groups, the host communities and the local authorities, UNDP could provide support that includes but is not limited to:

- Training of core local leaders (with a particular focus on youth) who will be able to take the lead in local community dialogues about the future of their respective communities;
- Study tour visit of core local leaders to Bosnia-Herzegovina to see how community dialogues can lead to common initiatives and promote community integration;
- Provide a Community Participation Assistant in each of the above mentioned districts to assist the core local leaders (governmental and non-governmental) in engaging multi-stakeholder consultancies, encourage community social dialogues, assist in the designing of Common Social and Economic Vision Documents
- Resource Pack on Community Participation and Confidence Building at the Community Level (see Component IV)

The Community Participating strategy will make use of the significant and currently ongoing community integration initiatives run both by civil society organisation and local authorities, like among others the Civil Committee of Zugdidi.

Renewable energies for cooperation and integration

In addition the program will pilot a renewable energy scheme, first using biogas and then solar heating panels to create affordable energy. This part of the program will bring together a host community and recent IDP settlement in Shida Kartli, who will be introduced to the technology (via an already tested

⁶ Decisions made by the participating communities in this component (for example to establish a business centre) may have direct benefits on Component II supporting livelihoods and employment generation (see below).

pilot scheme) and by pooling their common resources create a local mechanism to implement the project. Should the community embrace the practice of cooperation, and based on the level of interest, the option of establishing a revolving self-financing mechanism for the installation of solar heaters will be explored.

Component II: Livelihoods and Employment Generation

Small and Medium Business Support Fund

The clear priority of recovery interventions in the targeted regions, as identified by number of assessments including the Joint Needs Assessment, is the creation of an income generating activity for the populations directly or indirectly affected by the conflict, and the prevention of the constriction of the private sector activity in those areas. Due to the characteristics of the regions in question, and of the target populations, the present action is designed to assist business development, which has been identified as the intervention best suited to answer this priority. For this purpose, two specific types of activities are envisaged hereby, and aimed at: (a) increased access to finance resources to vulnerable groups, which is to be carried out through small and medium business support fund, disbursed as small grants under the pre-determined grant criteria; (b) enhanced capacity of small and medium enterprises to secure and utilize the grants, which will be accomplished through provision of technical assistance to prospective entrepreneurs, in the form of business plan development training, and to successful applicants, through business skills training, including financial management.

The present action envisages improving access to the financial resources for micro and small entrepreneurs, which will be instrumental in enhancing the livelihoods of vulnerable populations. The project also proposes to strengthen the viability of the micro businesses by providing them with training in basic business skills. This will in turn improve their eligibility for future financing at financial institutions, including MFIs aimed at improving and expanding their business endeavours.

The project will focus on the supply side by providing grants on the demand side, and by addressing capacity building of the end user. This will be accomplished through two components:

The first component is the grants provision through Business Support Fund which will be created in the framework of this project. Assistance provided in the form of grants under the action is meant to allow for the selection of higher risk clients. Criteria will be developed to target specific vulnerable groups (such as, agricultural loans, women, IDPs, those resettled as a result of the crisis, start ups, etc.) which have limited chance of access to funds.

Creating and Developing Competitive Companies: This will be a comprehensive business support program providing grant assistance in the range of (USD 2,500-USD 5,000) to beginner entrepreneurs, the long-term unemployed or IDPs who are in need of capital to start or expand businesses. People with viable business ideas attend intensive pre-start training that will prepare them to run a competitive small business. They have to prove their skills and commitment through several project stages and finally develop their business idea into a business plan, which competes in a grant award contest. The grants scheme will be administered through selected and/or competent NGOs which are able to demonstrate their capacity in grant administration. This financial instrument will target the regions of Samegrelo, Shida Kartli and Imereti.

The project proposes to particularly encourage and support specific vulnerable groups in targeted areas in their loan applications, namely small farmers, women, IDPs, and those resettled. The action will aim to increase business participation by 10% to all those groups. Also, as most of the IDPs are expected to fall into this category of perspective businessmen. Access to the program will be linked with the requirement for creation of new employment. Preference will be given to business proposals which include collaboration between IDPs and non-IDPs. The Business Support Fund will also make special provision for female-headed Households, unemployed women and female IDPs. The scheme will provide capacity development training to clients through selected Business Advisory Centres. This two-tier approach will increase access of micro businesses to finance, make them eligible for micro credit and ultimately have a positive developmental impact on the targeted welfare improvement of vulnerable population in the regions.

The second component is directed towards the final beneficiaries of the project, i.e., the vulnerable populations whose access to business is sought to be improved. This project will target these clients, the micro businesses and prospective entrepreneurs, through a range of interventions and services offered.

The action will select business support organizations that are active in the three regions and have the capacity to provide business advisory services to micro businesses. Those business organisations, along with local governments in the regions, will represent the primary channel for dissemination of information on the availability of associated advisory services, and thus help in the identification of potential beneficiaries. The business organisations, in collaboration with other partners in the region, will develop and implement a business plan development training, which is to be delivered to prospective loan applicants. They will also develop and deliver, in collaboration with UNDP's Micro-Finance project that collaborates with local Micro-finance Institutions, the basic business skills training, and particularly the financial management training to successful applicants. The expected outcome is to improve access to business development, and their improved capacity to sustain businesses in an efficient way.

Conflict Sensitive Business Practice

Conflict-sensitive business practice (CSBP) benefits host communities, as well as the wider regional and international contexts, by ensuring that business investments avoid exacerbating violent conflict. Violent conflict clearly represents a threat to life, security, growth and prosperity for affected communities. It undermines decades of development and destroys the social fabric of a locality, country or region. CSBP can help companies avoid causing, triggering or accelerating these destructive dynamics to the mutual benefit of themselves and communities. It can also help them develop legitimate steps towards contributing to peace and stability. Early, consistent, meaningful and empowering stakeholder engagement processes lie at the core of CSBP. Improved relationships between businesses and communities help different stakeholder groups to understand what the impacts of investment are likely to be. Transparency about business plans, schedules and prospects, and the creation of effective channels through which stakeholders can raise and address problems, invites trusting relationships, reduces uncertainty over the future and creates a sense of shared ownership over a business' operations. This is of real benefit to stakeholders who have a legitimate interest in business investments that impact their livelihood or landscape.

Businesses can adopt a range of strategies for managing corporate/conflict impacts. At a minimum, businesses should comply with national regulations (even if host governments are not implementing or monitoring them effectively) and internationally agreed laws, conventions and standards. Beyond compliance, companies should be aware of their ability to create or exacerbate conflict and develop mitigation measures to avoid or minimize negative impacts. This requires improved conflict risk and impact assessment tools. Building on 'compliance' and 'do no harm' is the role companies can proactively take in contributing to the alleviation of the structural or trigger causes of conflict in the interests of a more stable operating environment and safer world.

The project will provide conflict-sensitive business practice trainings for each of the selected businesses that will be supported through the Business Support Fund, to which other business people will be invited too.

Household Agriculture Television programs

Considering that over 50% of Georgian households rely upon small scale agriculture to sustain their livelihoods, and the fact that Georgian agriculture lacks sufficient extension services and support, Component Two of the Program will seek to build up knowledge on such issues through the production and broadcast of a series of television programs on household agriculture. The aim will be to provide knowledge and best practice examples to small farmers on how to improve their production of foodstuffs, so they begin to produce a surplus that can be sold in local markets and thus generate additional income. The programs will be developed in collaboration with experts in the agricultural and business related fields as well as the Ministry of Agriculture who initiated a similar idea early summer 2009. The TV programs will be created to high artistic and technical standards. Contacts with numerous companies, traders, producers and research institutes will be created in order to expand the topics of the programs (envisaged to be broadcast weekly). Some examples of topics which could be covered in these programs could range from stock breeding; growing Fruit, Vegetables and Herbs; organic Farming; modern farming technologies; alternative agriculture products such as growing fruit and vegetables not traditional for the country; best practices of producers' Groups and Cooperatives in Georgia; rural tourism, and EU standards and requirements in agricultural production. The TV programs will be supported by additional information outlets, such as a telephone hot-line operated following each broadcast and staffed by experts who can answer questions by viewers and direct them to additional resources. The hot line will contribute to the relevance of the TV production and its better targeting to the demand of viewers as it will provide an immediate connection between beneficiaries and program makers. Finally a free Bulletin which follows the topics of the television broadcasts will be made widely

available through public community centers, Vocational and Educational Training (VET) Centers, business centers and other places where potential beneficiaries are likely to visit.

Component III: Access to Justice and Public Awareness

Improve access to Justice and Rule of Law

Building on previous UNDP support, Component III will attempt to strengthen the local authorities' capacity to support legal assistance to IDPs and provisions of social welfare services. This will be supported by strengthening capacities of two key government institutions at the local level: the Office of the Public Defender and the respective Municipal Departments for social services. This will aim to enhance and improve the capacities of the local authorities in Shida Kartli, Immereti and Samegrelo to provide IDPs with essential information on their rights and also build the capacity of municipal social workers to provide care and assistance to IDPs in need. The approach will build on two existing UNDP-supported projects (Fostering Sustainable Transition and Early Recovery (FOSTER) and Support to Social Service Capacities and Policies in Georgia), with the aim of strengthening the social justice component of the whole program. It is expected that the enhancement of these services will have a profound and long-term benefit the whole community in the respective regions.

In a similar fashion assistance to the Gender Resource Centre established under FOSTER will be extended, while the Gender Resource centre in Kutaisi will be reactivated and a new centre will be established in Zugdidi. For the later the purpose is to build on existing initiative like for instance the Women's Rights Protection House in Zugdidi. The Gender Resource Centre will operate not only as an information centre but also as referral point to relevant organizations such as local municipalities, Governors Office, Ministry of Health Care and Social Welfare, Education and Science, Legal Aid Office Ministry of Penitentiary, Probation and Legal Assistance, Public Defender's Office, and relevant international and local NGOs. Operating under the auspices of the Parliamentary Committee on Gender Equality the centres will also be able to support coordination of gender issues on a national level. All the centres will respond directly to the needs of primarily female IDPs, but also seek to actively support the needs of male IDPs and clients from the non-IDP population in each region. The Gender Resource Centres will play an instrumental role in ensuring women are fully informed about and have full access to the other parts of the entire program, such as the Business Support Fund under Component II and the community consultations under Component I, as well as receiving specialised counselling and skills development and personal development activities. The Centres will operate in line with UNDP's "Eight point Agenda: practical, positive outcomes for girls and women in crisis" as well as CEDAW and UN Security Council Resolutions 1325 and 1820 for the protection on women's' rights.

Improve Public Awareness on IDP issues

Component III will contain a robust and proactive public awareness module, which will serve to enhance the wider impact of the entire program. One major issue which oftentimes remains unacknowledged is the long-term psychological impact of the isolation brought about by the dire socio-economic conditions of IDPs. In general there is a huge information gap relating to the circumstances of IDPs, which is a factor contributing to the sense of apathy and disillusionment many feel, which in turn has become an obstacle to IDPs playing an active part civic affairs. Apart from election periods, IDPs have little access to regular and sustained channels of information about the specific issues which affect them. Thus Component III will help to address this information gap and as a result seek to reverse the generalised character of IDP passivity in community affairs, while also emphasising their access to justice and rights. The activities will target region-specific communication outlets (complementary to the national outreach organized by UNHCR) and will build upon existing efforts, such as community information resource centres and IDP information programs produced by Radio Atinati, which broadcasts to western Georgia. Such communication packages will draw upon the common experiences of community life in modern day Georgia and will include regular magazine programs on IDP issues, regular call in programs where experts can answer questions from IDPs on their statutory rights and current policies, and the production of a series of short radio plays on different issues which affect both IDP and host communities. The plays will be designed to be both entertaining and educational, with the aim to create a sense of community solidarity. Themes could include the rights of IDPs, gender issues and common problems faced by IDPs and non-IDPs. The plays will initially be broadcast on local and national radio stations and should they prove to be popular, the program will seek to transform them into a short television series which would have a greater audience and public outreach. This information module will

also produce materials on IDP rights and issues and distributed through the Public Defender's Office and Gender Resource Centres.

Component IV: Confidence Building and Reconciliation

The purpose of the third component is to start the process of reconciliation between the communities which are located on either side of the administrative border lines (respectively: Abkhazia and Samegrelo and South Ossetia and Shida Kartli). The objective is to prepare the ground for future opportunities for inter-communal relationship building (even conflict resolution), once the political conditions allowed such relations to develop. This "anticipatory" approach to reconciliation is predicated by the long-term objective of preventing the deep entrenchment of a psychology of division among the communities of Abkhazia, South Ossetia and Georgia. In this line modest but not insignificant initiatives could be implemented over the course of the next 3-5 years. Past good relations between these communities, which used to conduct profitable trading relations could serve as an entry point to sowing the seeds for future cooperation.

Parallel Technical Assistance projects

Within the frame of local economic development efforts and in accordance with legal parameters, the option to support parallel technical assistance initiatives should be explored and formulated. This would include parallel activities which would in themselves benefit the livelihoods of groups of farmers on either side of the cease-fire line in areas such as pest control, green houses, beekeeping, veterinary services or the introduction of new agrarian/farming techniques (e.g. growing produce not endemic to Georgia). Groups would be introduced to similar training and afforded similar access to materials and technologies. Each group would be informed about the parallel activities being carried out on the other side of the cease-fire line, but with no intention to connect the two sets of activities. However, with time and the possible change in the political situation, tentative efforts to establish cooperative links would be proposed to demonstrate how each group could mutually benefit from practical cooperation due to a common interest and close proximity.

Out-of-Country Peer Learning International Strategic Workshop

Currently there are a number of out-of-country peer group learning initiatives (e.g. Conciliation Resources, International Alert, Interpeace, etc). However, these initiatives are very fragmented and lose a lot of their potential spill-over and impact. Therefore, UNDP aims to organise a reflection workshop on this particular confidence building tool of out-of-country learning. Acknowledging the importance of these initiatives the purpose of the workshop is to bring all key players together and to reflect how the current exercises can add up to the overall peace building and stability of the region. A yearly strategic meeting will enable the key players to more strategically organise these meetings to the end that it will have a sustainable impact within the targeted communities.

Confidence Building and Conflict Sensitivity Capacity Development for civil society and local authorities

The building of civil society and NGO capacities to plan and undertake reconciliation efforts will be the focus of an ongoing effort to build the capacity of Georgia's third sector. The cycle of activities will involve an assessment of civil society organisations to engage in peace building work and based on the findings, design and implement a set of professional trainings to build the capacity of key organisations. The capacity development process will involve the development of the training curriculum for basic and advanced levels, the training of trainers (TOT) and the creation of training material toolkits on conflict sensitive peace building and development. Together with representatives of civil society the aim is to establish a civil society resource centre for confidence building where the relevant training material would be made available.

One particular activity that UNDP finds relevant to support is the collection of positive – peace building related – stories. The Caucasus Institute for Peace and Development (CIPDD) in collaboration with Guram Odisharia (a Georgian artist) compiled success stories from experiences in Samegrelo during the August 2008 event. Part of the capacity building strategy is to organize a particular event and to disseminate these positive experiences among and beyond the peace building community.

From the authority's side –both local and national – there is a genuine interest to strengthen their confidence building capacity. Based on its experience in confidence building and conflict sensitivity UNDP will use the already existing Capacity Building Fund (CBF) to do a capacity assessment of the Ministry of Refugees and Accommodation with regard to confidence building (with a particular focus of

their regional offices in Zugdidi, Kutaisi, Gori and Rustavi). Subsequently a capacity development program will then be designed in collaboration with the Ministry.

This whole project is very much process oriented therefore it is relevant to keep track of what is working and what is not. Documenting the whole process (confidence building and community participation in particular) will not only contribute to the strengthening of the confidence building capacity but will also serve as a lesson learned and good practices starting point when similar activities will be initiated in other regions (e.g. Samtshe-Javakheti). One consultant would be part of the program to document the implementation process and to take a lead when it comes to reflecting on lessons learned and ways forward. This documentation should result in a Resource Pack on Community Participation and Confidence Building at the Community Level consisting of several modules (e.g. on community participation, confidence building) targeting both civil society and local authority leaders.

III. PHASED APPROACH TO IMPLEMENTATION

The program will proceed in a phased manner, based on the principle of do no harm, collaborative learning, improvement and scaling up, ensuring that at each stage of the implementation is duly moulded in accordance with national priorities.

Phase I: 2009-2010

The first phase of the program will focus on establishing the Community Participation (component I) in Samegrelo. Together with the new Program Manager a field research is envisaged (inception phase of the program) to explore how best to set up the above mentioned components and to identify the key partners to the program. Since both civil society and local authorities are already active in the field of community participation it is important for UNDP to fine-tune its entry point in order not to disturb currently ongoing processes. Adequate preparation and understanding of the context and key players in the region is crucial to guarantee that UNDP adds up and constructively contributes to the human security situation of IDPs.

Therefore with regard to component I the first phase will look into:

- Establish project management unit in Samegrelo and initiate first community participation exercise
- Start ground work for confidence building measures across cease-fire lines Samegrelo-Abkhazia.

The start up budget is limited, therefore the program will start component I in Samegrelo (geographically important) and will focus on community participation and laying the foundation for confidence building (thematically important). Operationally this translates in setting up an office in Samegrelo (Zugdidi) with a minimal staff capacity to cover Zugdidi town as well as other districts. The latter will be a serious added value since most of the current projects focus on IDPs in Zugdidi town. During the first phase the Community Participation Fund will also be launched and piloted in Samegrelo region.

In Shida Kartli the components II (livelihood and income generation) and III (rule of law and public awareness) are being implemented through the FOSTER program. Efforts will be made to link up with that initiative.

Phase II: 2011-2012

During the second phase the project will expand its activities in Samegrelo. First, the project will enlarge its geographical scope by covering more districts in Samegrelo. Second, three additional components will be set up i.e. livelihood and income generation support (component II), confidence building (component IV), as well as rule of law and public awareness (component III). The latter will be done based on the experience of the FOSTER project in Shida Kartli.

Respectively in Shida Kartli the project will set up community participation initiatives (component I) as well as confidence building activities (component IV) based on the experience in Samegrelo.

The second phase will therefore concentrate on:

- In cooperation with local NGOs, local media and the Legal Aid System (including the Public Defender's Office) design and launch a region wide information campaign on IDP rights in Samegrelo

- Start Production of Household Agriculture Program and pilot broadcast on regional television in Samegrelo
- Establish a Gender Resource Centre in Samegrelo
- Establish Regional Project Implementation Teams in Shida Kartli
- Make Community Participation Fund fully operational and initiate funding of identified projects in Samegrelo. Also start community mobilization projects in Shida Kartli, and as appropriate begin to disburse funds to all three regions from the Community Participation Fund
- Pilot renewable energy scheme in Shida Kartli involving one new settlement and a neighboring village
- Start Business Support Fund projects across cease-fire line with communities in Samegrelo and Abkhazia.

Phase III: 2013-2014

The third phase concentrates on the further elaboration of the activities in Samegrelo and Shida Kartli and explore where the needs and opportunities are to start up similar activities in Imereti.

- Make Community Participation Fund operational and initiate funding of identified projects in Samegrelo and Shida Kartli. Also start community mobilization projects in Imereti, and as appropriate begin to disburse funds to those two regions from Community Participation Fund
- Provide assistance to Public Defender's Office in Imereti
- Scale up public information campaign on IDP rights and begin implementation of activities in Imereti and Shida Kartli
- Establish Project Implementation Teams in Imereti
- Make Business Support Fund operational and prioritise lending to business activities in Imereti
- Reinvest in Gender Resource Centre in Imereti and support as necessary the Gender Resource Centre in Shida Kartli and assist the Public Defenders Offices in all 3 target regions
- Scale up Household Agriculture program and broadcast them on regional television in Imereti and begin national broadcasting
- Full operation of all program elements
- Explore options to extend the scope of the Business Support Fund
- Expand the experience of renewable energy projects and look at options for a community financing mechanism for introducing solar heaters
- Explore options for extending confidence building measures to cease-fire line between Shida Kartli and South Ossetia.
- Explore options for using lessons learned and best practices for application to other parts of Georgia (e.g. Samtskhe-Javakheti).
- Look at options where to phase out (sustainability achieved) and where to extend the duration and scope of program.

IV. RESULTS AND RESOURCES FRAMEWORK: HUS-CO - HUMAN SECURITY THROUGH COMMUNITY PARTICIPATION PROGRAM

Intended Outcome as stated in the United Nations Development Assistance Framework: Risk and impact of man-made and natural disasters reduced.
Country Program Outcome: sustainable livelihoods restored, basic social services provided, multi-sector frameworks and sector specific programs designed and implemented
Outcome indicators as stated in the Country Program Results and Resources Framework, including baseline and targets: Capacity of CBOs, NGOs, and youth organisations in providing policy input to consultative processes
Applicable Key Result Area (from 2008-11 Strategic Plan): Fostering inclusive participation
Partnership Strategy: UNDP will seek and forge close collaboration with the Ministry of Refugees and Accommodation, local authorities, other UN agencies, civil society and private sector in preparation, monitoring and implementation of the activities. Main Government counterpart will be the Ministry of Refugees and Accommodation and local authorities in the Samegrelo, Imereti and Shida Kartli regions. The project will be implemented in close cooperation with UN agencies.
Project title and ID (ATLAS Award ID): HUS-CO - Human Security through Community Participation; award 00057698, output: 00071389

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>Output 1 (component I, Phase I):</p> <p>Capacity of local authorities and CSOs enhanced to include IDPs, host communities and other conflict affected people in joint community planning processes</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1.1. Women and youth are underrepresented in participating in decision-making processes at local level 1.2. Possibility to learn from other positive experiences with community integration not utilized. 1.3. Potential for conflict prevention and confidence building not fully investigated and systematically addressed 1.4. Weak community participation mechanism is place and/or not widely spread <ol style="list-style-type: none"> 2.1. Limited experience with developing joint community plans and securing funding for these 3.1 No UNDP office in conflict affected area of Samegrelo <p>Indicators:</p> <ol style="list-style-type: none"> 1.1. Desegregated data with number of women, men, IDPs, youth, disabled and other relevant groups indicating inclusiveness of the planning and decision-making processes. 1.2. Number of public event, publications an alike informing the local population about the proposals being developed and the decisions being made in the joint groups 1.3. Number of persons (indication of more people and key people) participating in Community Participation and Confidence Building activities 1.4. Civil society leaders and local authority leaders meet regularly formally (e.g. civil committees) and informally <ol style="list-style-type: none"> 2.1. Number of Common Social and Economic Vision (CSEV) Documents drafted promoting projects which benefit both IDP and host communities 3.1 Office opened in Zugdidi and staff operational implementing project activities. 	<p>Targets 2009:</p> <ol style="list-style-type: none"> 1.1 at least one training of community leaders completed and study tour organised 3.1 UNDP office in Zugdidi and minimal number of staff recruited to implement project activities <p>Targets 2010:</p> <ol style="list-style-type: none"> 1.1. At least, 35% women and 10% youth participate in the planning and decision-making processes 1.2. At least 35 % IDPs participate in the planning and decision-making processes 1.3. 'More' stakeholders and 'key' stakeholders within local government, civil society representatives jointly involved in local decision-making 1.4. Community Level Resource Pack completed integrating lessons learned from Community Practice and Confidence Building workshops 2.1 Community Participation Fund that can financially support community development initiatives 	<p><u>Activity 1:</u> Community participation Purpose: Strengthening community participation of IDP and host communities</p> <ol style="list-style-type: none"> 1.1. Trainings of community leaders (CSO, local authorities, youth and other relevant groups) to strengthen community dialogues 1.2. Study tour on integration of marginalised groups in community planning processes 1.3. Workshops on Resource Pack on Community Practice and Confidence Building 1.4. Study and publication of key sector for further development in region <p><u>Activity 2:</u> Community Participation Fund Purpose: To establish fund to support Common Social and Economic Vision (CSEV) Documents</p> <ol style="list-style-type: none"> 2.1. Establishment of Community Participation Fund (CPF) 2.2. Multi-stakeholder consultation process initiated via local meetings to prepare CCSEV Documents to be submitted to the CPF <p><u>Activity 3:</u> Management and M&E Purpose: To establish UNDP presence in Samegrelo</p> <ol style="list-style-type: none"> 3.1. Identify location and equip office in Samegrelo (2009) 3.2. Recruitment of project staff (Project coordinator, admin. and driver for Samegrelo (2009)) 3.3. Community Participation Assistants (CPA) supporting key local leaders in civil society and local government at district level (3 persons covering, at least, Governor's office in Zugdidi and 2 municipalities) 	<p>UNDP – in close cooperation with Local authorities of Samegrelo, International donors, international and local CSO, business sector</p>	<p>UNDP CO Assistance</p>

Intended Outcomes	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>Output 2 (component II, Phase II-III)</p> <p>Livelihoods and employment generation opportunities for IDPs and other conflict affected population strengthened</p> <p>Baseline:</p> <p>1.1 Business community development is decreasing and unemployment is increasing.</p> <p>1.2 Social and economic inequalities between IDPs, host communities and less vulnerable people.</p> <p>2.1 Limited awareness of potential positive role business can play in conflict affected area</p> <p>3.1 Georgian households rely upon small scale agriculture to sustain in their livelihoods and Georgian agriculture lacks sufficient extension service and support.</p> <p>Indicators:</p> <p>1.1 Increasing number of new Business Development plans as a result of the Business Support Fund</p> <p>1.2 Business community include situation/conflict analysis into their business plan</p> <p>2.2 Business community is informed through e.g. workshops etc. about conflict sensitive business practice</p> <p>3.1 Both IDPs and host communities received information on new agriculture techniques through bulletins and TV programs broadcasted on TV channel</p>	<p>1.1. At least 35% women and 20% youth participate in the business support fund</p> <p>1.2. At least 20% of the Business Plans submitted to the Business Support Fund are joint proposals including IDPs and host communities</p> <p>2.1 At least 60% of Business community made aware of Conflict Sensitive Business Practice</p> <p>3.1 Increased household agricultural production as a result of TV programs and bulletins explaining new household agriculture techniques</p>	<p><u>Activity 1:</u> Business Support Fund</p> <p>Purpose: to establish a Fund to support Business plans</p> <p>1.1 Establishment of Business Support Fund</p> <p>1.2 Joint livelihood improvement efforts submitted to Business Support Fund</p> <p><u>Activity 2:</u> Conflict Sensitive Business Practice</p> <p>Purpose: enhance sustainability of business community in conflict affected areas</p> <p>2.1 Trainings of business community to strengthen their conflict sensitive approach</p> <p>2.2 Workshops on joint context analysis by business community</p> <p><u>Activity 3:</u> Household agricultural TV Programs</p> <p>Purpose: strengthen agricultural skills of households in conflict affected area</p> <p>3.1 Research conducted and treatment/script produced, Production team design schedule and locations</p> <p>3.2 Filming conducted on location, Post-production completed, Pilot broadcast aired on regional TV, Hotline established, expert advisors recruited and taking calls from viewers</p> <p>3.3 Printed bulletin and supplementary information produced and disseminated</p>	<p>UNDP – in close cooperation with Local authorities of Samegrelo, International donors, international and local CSO, business sector</p>	<p>UNDP CO Assistance</p>

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>Output 3 (component III, Phase II-III): Capacity of local authorities and CSOs enhanced to protect human rights and public awareness raising on IDP related issues</p> <p>Baseline:</p> <p>1.1 Limited information among IDPs (esp. women and youth) regarding their rights and obligations (e.g. livelihood, access to social networks etc)</p> <p>1.2 Current information dissemination system does not reached out to all IDP communities, particularly at the community level</p> <p>2.1 limited access of IDPs to legal aid</p> <p>2.2 limited knowledge among IDPs on gender issues in particular</p> <p>Indicators:</p> <p>1.1 The disseminated information includes information on IDP Action Plan, IDP rights and obligations</p> <p>1.2 Existing dissemination system is expanded through e.g. radio programs reaching out to more IDP communities</p> <p>2.1 Number of IDPs having access to legal support and legal aid</p> <p>2.2 Number of people receiving advice from regional Gender Resource centers and PDO sub-offices.</p>	<p>1.1 More comprehensive information on and for IDPs (in collective centers and private accommodation) disseminated</p> <p>1.2 The information dissemination system will reach IDPs living in collective centers and IDPs living in private accommodation through specific radio programs</p> <p>2.1 One assistant recruited to support the PDO and Legal Aid service</p> <p>2.2 At least 10 trainings on Gender issues to IDPs (in collective centers and private accommodation)</p>	<p>Activity 1: Public Awareness on IDP issues Purpose: improve the access of conflict affected population to Public Awareness on IDP issues</p> <p>1.1 workshops on Public information and awareness campaign design and implementation</p> <p>1.2 Production of a series of short radio plays on different issues which affect both IDP and host communities</p> <p>Activity 2: Justice and Rule of Law Purpose: better inform IDPs on their rights and opportunities to improve their situation</p> <p>2.1 Setting up Gender Resource centre</p> <p>2.2 Trainings on Gender issues</p> <p>2.3 PDO and legal Aid</p>	<p>UNDP – in close cooperation with Local authorities of Samegrelo, International donors, international and local CSO, business sector</p>	<p>UNDP CO Assistance</p>

Intended Outcomes	Output Targets	Indicative Activities	Responsible parties	Inputs
<p>Output 4 (component IV, Phase II-III): Capacity of local civil society organizations to do confidence building and reconciliation work strengthened</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1.1 Weak confidence building mechanism in place in the conflict affected areas. Quality and number of initiatives needs leveling-up 1.2 Limited confidence building skills within local authorities and regional office of Ministry of Refugees and Accommodation 2.1 Limited inter-administrative boundary line communication and activities. This hampers sustainable confidence building among the conflict affected population. 3.1 Several out-of-country meetings organized to bring people across the administrative boundary line together. These initiatives are very fragmented and their sustainable impact can therefore be questioned. <p>Indicators:</p> <ol style="list-style-type: none"> 1.1 Peace building community in Samegrelo, Imereti and Shida Kartli capacitated with new confidence building techniques, including conflict sensitive approaches (yes/no) 1.2 Assessment of confidence building skills of governmental officials in the region and appropriate response (e.g. trainings) 2.1 Inter-administrative boundary meetings among professionals (at least 3) 3.1 At least one international seminar of key stakeholders involved in out-of-country peer learning activities 	<ol style="list-style-type: none"> 1.1 Quality of confidence building initiatives improved as result of development initiatives (e.g. training, resource pack, etc.) 1.2 Confidence building skills of local governmental officials improved based on assessment and response program that includes training on conflict sensitive approaches <ol style="list-style-type: none"> 2.1 More intense communication and interaction among conflict affected population across the administrative boundary line 3.1 More strategic and coordinated use of out-of-country peer group meetings to have more sustainable impact and more spill-over effect through participants of these events 	<p><u>Activity 1:</u> Confidence building</p> <p>Purpose: Strengthen confidence building capacity of local key players</p> <ol style="list-style-type: none"> 1.1 Confidence building assessment of local authorities (e.g. Minister of Refugees and Accommodation and its local offices in Zugdidi, Kutaisi, Gori and Rustavi) 1.2 Confidence Building capacity development for local authorities as follow-up of the Confidence Building assessment 1.3 Trainings of local key players on conflict sensitive approaches in development work 1.4 Engage in confidence building and reconciliation workshops <p><u>Activity 2:</u> Parallel Technical Assistance projects</p> <p>Purpose: lay foundation to connect people over the administrative border (with Abkhazia)</p> <ol style="list-style-type: none"> 2.1 Assessment to identify relevant parallel technical assistance 2.2 Support identified technical assistance 2.3 Technical Workshops with participant from both sides of administrative border <p><u>Activity 3:</u> Out-of-Country Peer Learning</p> <p>Purpose: improve existing and future out-of-country peer learning meetings</p> <ol style="list-style-type: none"> 3.1 12 key people involved in out-of-country peer learning workshops identified, selected and brought together in a workshop on strategic importance of out-of-country learning and its impact on sustainable peace 	<p>UNDP – in close cooperation with Local authorities of Samegrelo, International donors, international and local CSO, business sector</p>	<p>UNDP CO Assistance</p>

V. ANNUAL WORK PLAN (COMPONENT I)

Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount	
<p>Output 1 (component I, Phase I):</p> <p>Capacity of local authorities and CSOs enhanced to include IDPs, host communities and other conflict affected people in joint community planning processes</p> <p>Baseline:</p> <p>1.1. Women and youth are underrepresented in participating in decision-making processes at local level</p> <p>1.2. Possibility to learn from other positive experiences with community integration not utilized.</p> <p>1.3. Potential for conflict prevention and confidence building not fully investigated and systematically addressed</p> <p>1.4. Weak community participation mechanism is place and/or not widely spread</p> <p>2.1. Limited experience with developing joint community plans and securing funding for these</p> <p>3.1 No UNDP office in conflict affected area of Samegrelo</p> <p>Indicators:</p> <p>1.1. Disaggregated data with number of women, men, IDPs, youth, disabled and other relevant groups indicating inclusiveness of the planning and decision-making processes.</p> <p>1.2. Number of public event, publications an alike informing the local population about the proposals being developed and the decisions being made in the joint groups</p> <p>1.3. Number of persons (indication of more people and key people) participating in Community Participation and Confidence Building activities</p> <p>1.4. Civil society leaders and local authority leaders meet regularly formally (e.g. civil committees) and informally</p> <p>2.1. Number of Common Social and Economic Vision (CSEV) Documents drafted promoting projects which benefit both IDP and host communities</p> <p>3.1 Office opened in Zugdidi and staff operational implementing project activities.</p> <p>Targets:</p> <p>1.1 at least one training of community leaders completed and study tour organised</p> <p>3.1 UNDP office in Zugdidi and minimal number of staff recruited to implement project activities</p>	<p><u>Activity 1:</u> Community participation</p> <p>Purpose: Strengthening community participation of IDP and host communities</p> <p>1.1. Trainings of community leaders (CSO, local authorities, youth and other relevant groups) to strengthen community dialogues</p> <p>1.3 Workshops on Resource Pack on CP and CB (trainer 45w/d, 150per day, venue, publication ENG/GEO-7000USD)</p> <p><u>Activity 3:</u> Management and M&E</p> <p>Purpose: To establish UNDP presence in Samegrelo</p> <p>3.1. Identify location and equip office in Samegrelo (2009)</p> <p>3.2. Recruitment of project staff (Project coordinator, admin. and driver for Samegrelo (2009))</p> <p>3.3. Community Participation Assistants (CPA) supporting key local leaders in civil society and local government at district level (3 persons covering, at least, Governor's office in Zugdidi and 2 municipalities)</p>								
				X	X	UNDP	TRAC	72100 Trainings	6,000
						UNDP	TRAC	72100 Workshops	4,000
						UNDP	TRAC	73100 Office rent	1,400
						UNDP	TRAC	72200 Purchase of vehicle	40,000
						UNDP	TRAC	72800 IT equipment	9,250
						UNDP	TRAC	72400 Mobile/telephone/Internet	500
						UNDP	TRAC	73100 Office security	3,600
						UNDP	TRAC	73100 Utilities	200
						UNDP	TRAC	71600 travel (DSAs)	3,000
						UNDP	TRAC	73400 Vehicle maintenance	800
						UNDP	TRAC	72500 Stationery	100
						UNDP	TRAC	71400 Project coordinator/SB4-MIN	3,752
						UNDP	TRAC	71400/ 3 Community Practice Assistants/SB3 Q1	2,288
						UNDP	TRAC	71400 Fin assistant/SB3-MIN	1,146
						UNDP	TRAC	71400 Driver/SB1-Q1	562
						UNDP	TRAC	71400 Cleaner-part-time(50%)-SB1-MIN	1,500
						UNDP	TRAC	74200 Visibility	1,400
TOTAL 2009									87,464

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
		X	X						
<p>Output 1 (component I, Phase I): Capacity of local authorities and CSOs enhanced to include IDPs, host communities and other conflict affected people in joint community planning processes</p> <p>Baseline: 1.1. Women and youth are underrepresented in participating in decision-making processes at local level 1.2. Possibility to learn from other positive experiences with community integration not utilized. 1.3. Potential for conflict prevention and confidence building not fully investigated and systematically addressed 1.4. Weak community participation mechanism is place and/or not widely spread 2.1. Limited experience with developing joint community plans and securing funding for these 3.1 No UNDP office in conflict affected area of Samegrelo</p> <p>Indicators: 1.1. Desegregated data with number of women, men, IDPs, youth, disabled and other relevant groups indicating inclusiveness of the planning and decision-making processes. 1.2. Number of public event, publications an alike informing the local population about the proposals being developed and the decisions being made in the joint groups 1.3. Number of persons (indication of more people and key people) participating in Community Participation and Confidence Building activities 1.4. Civil society leaders and local authority leaders meet regularly formally (e.g. civil committees) and informally 2.1. Number of Common Social and Economic Vision (CSEV) Documents drafted promoting projects which benefit both IDP and host communities 3.1 Office opened in Zugdidi and staff operational implementing project activities.</p> <p>Targets: 1.1. At least, 35% women and 10% youth participate in the planning and decision-making processes 1.2. At least 35 % IDPs participate in the planning and decision-making processes 1.3. 'More' stakeholders and 'key' stakeholders within local government, civil society representatives jointly involved in local decision-making 1.4. Community Level Resource Pack completed integrating lessons learned from Community Practice and Confidence Building workshops 2.1 Community Participation Fund that can financially support community development initiatives 3.1 One office in Zugdidi and minimal number of staff recruited to implement project activities</p>	<p>Activity 1: Community participation. Purpose: Strengthening community participation of IDP and host communities</p> <p>1.1. Trainings of community leaders (CSO, local authorities, youth and other relevant groups) to strengthen community dialogues 1.2. Study tour on integration of marginalised groups in community planning processes 1.3. Workshops on Resource Pack on CP and CB 1.4. Study and publication of key sector for further development in region</p> <p>Activity 2: Community Participation Fund Purpose: To establish fund to support Common Social and Economic Vision (CSEV) Documents 2.1. Establishment of Community Participation Fund (CPF) 2.2. Multi-stakeholder consultation process initiated via local meetings to prepare Common Social and Economic Vision (CSEV) Documents to be submitted to the Community Participation Fund (CPF)</p> <p>Activity 3: Management and M&E Purpose: To establish UNDP presence in Samegrelo 3.1. Identify location and equip office in Samegrelo (2009) 3.2. Recruitment of project staff (Project coordinator, admin. and driver for Samegrelo (2009)) 3.3. Community Participation Assistants (CPA) supporting key local leaders in civil society and local government at district level (3 persons covering, at least, Governor's office in Zugdidi and 2 municipalities)</p>	X	X			UNDP	TRAC	72100 Community leader trainings (4)	6,000
						UNDP	TRAC	71600 Study tour	10,000
						UNDP	TRAC	72100 Workshops (trainer 45w/d, 150per day, venue, publication ENG/GEO-7000USD)	12,000
						UNDP	TRAC	74200 Study/publication	15,000
						UNDP	TRAC	71400/ 3 Community Practice Assistants/SB3 Q1	46,830
						UNDP	TRAC	72600 Community grants	45,000
						UNDP	TRAC	73100 Office rent	7,000
						UNDP	TRAC	72400 Mobile/telephone/internet	2,500
						UNDP	TRAC	73100 Office security	18,000
						UNDP	TRAC	73100 Utilities	1,000
						UNDP	TRAC	71600 travel (DSAs)	3,500
						UNDP	TRAC	73400 Vehicle maintenance	4,000
						UNDP	TRAC	72500 Stationery	500
						UNDP	TRAC	71400 Project coordinator/SB4-MIN	18,760
						UNDP	TRAC	71400 Fin assistant/SB3-MIN	11,440
						UNDP	TRAC	71400 Driver /SB1-Q1	5,730
						UNDP	TRAC	71400 Cleaner-(50%)-SB1-MIN	2,808
						UNDP	TRAC	74200 Visibility	2,468
212,536									

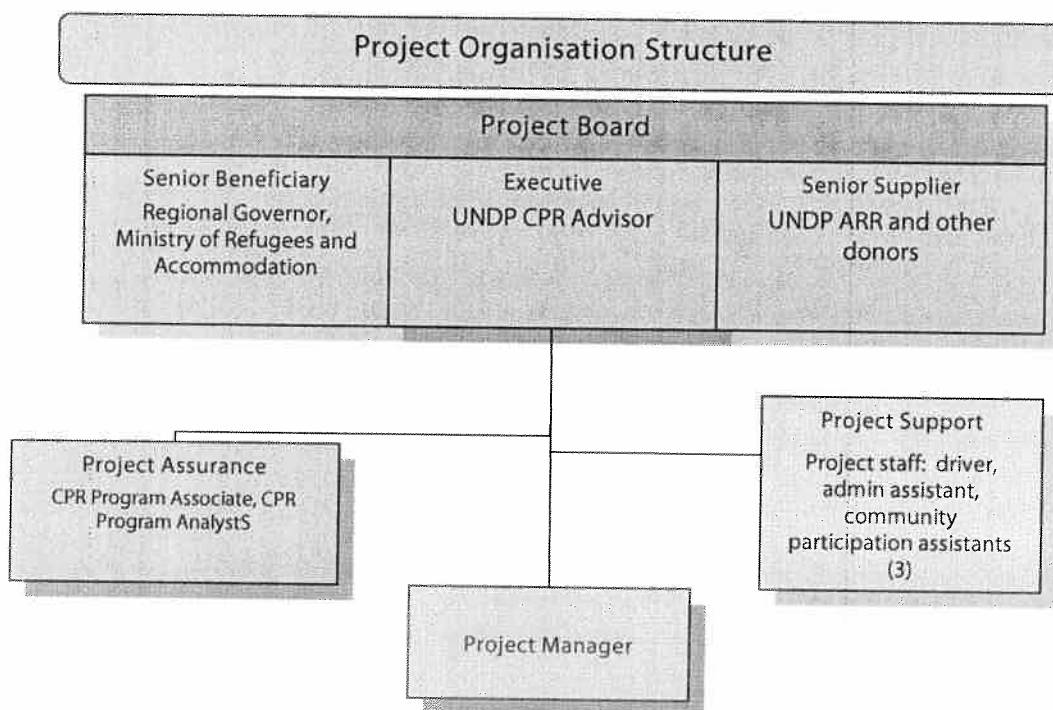
VI. MANAGEMENT ARRANGEMENTS

The program will establish an Executive Program Steering Committee which will meet twice a year to review the strategic direction of the program and assess the overall program impact. Regional Steering Committees will be established in Samegrelo, Imereti and Shida Kartli.⁷ These will meet at least once every two months to make operational decisions and to guide project activities in the respective region.

A Program Management Unit will be established headed by a Program Manager⁸, and supported by 3 core Regional Project Implementation Teams, each constituting a Regional Coordinator, an Admin/ Finance Assistant and a Driver.

Each of the 3 Regional Coordinators will have a thematic specialism and though located in a specific region, where he/she will coordinate so that regions' activities, he/she will also be required to provide advice to the other Regional Coordinators in the areas relating to their specific expertise.

The Program Manager will have an expertise in conflict prevention and recovery issues and will provide advice to all 3 regions in this regard. Such a structure will allow for progressive cross fertilisation of knowledge, ideas and support operational coherence.



⁷ Steering Committee (SC) - Samegrelo will be established during the 1st phase, while regional SC - Imereti and Sida Kartli will be set up at a later stage.

⁸ Project Manager (national or international as required) will be hired on a later stage when/if all components in at least two regions have been activated.

VII. 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, project Quarterly Progress Reports 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 and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report covering the whole year with updated information for each above element of the Quarterly Progress Reports 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 for the following year. In the last year, 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 progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VIII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: Enhanced Community integration for IDPs, host communities and other conflict affected population		
Activity Result 1 (Atlas Activity ID)	Strengthening Community Participation of IDP and host communities	Start Date: August 2009 End Date: December 2011
Purpose	Improve the interaction between IDP communities and host communities (including local authorities) and promote participation of IDP in decision-making at local level	
Description	Capacity development through training, study tour visits, workshops, consultations, joint project proposals on community development	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

IX. 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 [or other appropriate governing agreement] 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".

X. ANNEXES

ANNEX 1: General information on Samegrelo

Samegrelo and Zemo Svaneti consist of 9 administrative districts: Poti, Abasha, Zugdidi, Martvili, Mestia, Senaki, Chkorotsku, Tsalenjikha, Khobi. Zugdidi is the administrative centre of the region.

There are 500 settlements in the region of which:

8 cities - Abasha, Zugdidi, Martvili, Senaki, Poti, Tsalenjikha, Jvari, Khobi;

2 towns - Chkorotsku and Mestia;

490 villages.

There is a stark difference between the economic development of the coastline (Poti, Khobi) and central and mountainous (Mestia) zones. The major industrial cities of the Samegrelo-Zemo Svaneti region are Zugdidi and Poti, which have airports, and motor roads and rail lines connected to the main transport artery of the country. Moreover, Poti is the main seaport of Georgia outside the autonomous republics of Ajaria and Abkhazia. However, despite their transport links, the production in both cities is very poor. It should be noted that the dam of the Enguri hydro power plant, which is the largest hydro facility in Georgia, is located in Zemo Svaneti. The power plant, which this dam serves to, is located in the autonomous republic of Abkhazia.

Citrus and tea growing is the main agricultural activity in the region. However, the Abasha population is also engaged in fruit and vegetable growing while the population of Mestia (remote mountainous district) is engaged in potato growing and animal farming.

Households are mainly engaged in growing maize (35,000 ha; 122,000 tons), hazelnut (9,000 ha; 8,000 tons) and fruit (6,000 ha; 18,000 tons).

Places of tourist interest:

- City-fortress Nokalakevi
- Usguli village
- Tsaishi monastery

Division type:	Region
Area:	7,441 km ² (10.7%)
Population:	382,033 (8.2%)
Population density:	51 people/km ²
Administrative center:	Zugdidi
Distance from Tbilisi:	339 km
ISO 3166-2 code:	GE-SZ

ANNEX 2: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of political "buy-in" to the project	06/05/2009	Political Operational	Negatively impact upstart of the project. P = 2, I = 4	Continuous (formal and informal) contact with relevant stakeholders to ensure project is in line with the local need. Support from Governor Samegrelo and MRA				
2	Limited funds impedes continuation of the project	06/05/2009	Operational	Negatively impact full implementation of the project. P = 3, I = 3	Phased approach to ensure that each stage will have a positive and sustainable impact on the situation for IDPs; Continuous contact with relevant donors.				
3	Re-escalation of the conflict hampers situation on the ground	06/05/2009	Political Operational	Negatively impact on timeliness, sustainability and effectiveness of the project activities P = 2, I = 3	Flexible approach in determining the priorities and ensure conflict sensitivity in implementation				
4	Uninformed decisions due to lack of information	06/05/2009	Operational	Lack of information negatively impacts the project in planning and implementation P = 2, I = 2	Plan for the inception period, perform assessment missions and gather information through counterparts				
5	Duplication of activities by other organisations	06/05/2009	Other	Duplication would be a waste of resources and confuse national and local counterparts P = 2, I = 2	Coordination between all relevant stakeholders and organisations to minimize the risk of duplicating activities				
6	General uncertainty about government policy and priorities (changing frequently)	06/05/2009	Political Strategic	Uncertain and changing priorities make strategic planning difficult and could negatively impact the project in planning and implementation P = 2, I = 1	Continuous (formal and informal) contact with the government at all levels to understand and incorporate changing priorities in the project				
7	Lack of ownership of project by local communities and governments	06/05/2009	Political Other	Lack of community/ government acceptance (and agreement) of project could decrease sustainability P = 1, I = 3	Organise inclusive consultation process with the local (targeted) communities to ensure that communities' (as well as local governments') priorities are correctly reflected				

ANNEX 3: Terms of References

Regional Coordinator – Community Participation, Finance & Administrative Assistant and Community Participation Assistants. ToR for driver and cleaning lady also completed but not included.



United Nations Development Program

GEORGIA

Regional Coordinator – Community Participation

The United Nations Development Program (UNDP) Country Office in Georgia on behalf of the project "Human Security through Community Participation (HUS-CO)" is making a vacancy announcement for Regional Coordinator – Community Mobilization.

Post Title: Regional Coordinator – Community Participation

Duration: 12 months (w/possibility of extension)

Languages Required: English and Georgian

Type of appointment: Service Contract (Equivalent to SB4-MIN)

Duty station: Zugdidi, Georgia

Deadline for application: XX 2009

Starting Date: as soon as possible

Background:

Over the past 16 years Georgia's social and economic development has been undermined by several shocks, most recently the affects of the global economic crisis and the conflict of August 2008. The immediate impact of these shocks, have exposed a prevailing social and economic stress which characterizes the lives of many Georgians today. One of the most visible manifestations of this situation is the unsolved issue of over 220,000 internally displaced people (IDPs), resulting from a series of post-independence conflicts and political crises in breakaway regions of the country. Georgia's internally displaced population are mainly concentrated in the regions of Tbilisi (87,000), Samegrelo (81,000), Imereti (25,000) and Shida Kartli (estimated 18,000 long-term IDPs).

The Georgia Human Security and Social Integration Program responds to the long term development needs of the country's vulnerable communities which have suffered most from several political and economic shocks over the past 16 years. The Program represents an integrated response to Georgia's chronic IDP challenge dating back to 1992 - over 220,000 long-standing IDPs and an estimated 30,000 IDPs who have no immediate prospect of being able to return to their homes after the conflict of August 2008. For this reason the program will mainly target three regions which have the largest (except Tbilisi) concentrations of IDPs – Samegrelo, Imereti and Shida Kartli. It thus makes the deliberate and strategic transition from recovery efforts to long term development, ostensibly focusing on building the human capabilities of IDPs to improve their livelihoods. Critically, however, the program's modules are designed to mobilize wider positive benefits, encompassing non-IDP host communities,

as well as addressing the larger social integration priorities of the Government.

Overall Purpose:

In order to achieve this goal the Program has adopted the human security approach which is rooted in a multi-sectoral development philosophy and encompasses components: 1) Community participation and local economic development 2) Livelihoods and employment generation and 3) Access to Justice and public Awareness and 4) Confidence building and reconciliation

Tasks (Expected duties and responsibilities):

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 Regional Coordinator – Community Participation leads UNDP's intervention in Samegrelo. The Regional Coordinator will work in close collaboration with local stakeholders, Government officials, other UN Agencies, UNDP HQ, technical advisors and experts, multi-lateral and bi-lateral donors and civil society to strategically position UNDP in the development interventions in Samegrelo and to implement UNDP's Human Security program.

Scope of Work:

In particular the regional coordinator will be expected to:

- Development and management of the UNDP's "Human Security through Community Participation (HUS-CO)" project in Samegrelo region and supervision of the regional project team focusing on the four main areas mentioned in the Overall Purpose (see also the Project Document);
 - Strengthening community participation of IDP and host communities;
 - Restoration of livelihoods priorities in target urban and rural areas;
 - Strengthening of community Security, Rule of Law and Social Cohesion;
 - Confidence building and Reconciliation
- Lead the activities of the project in Samegrelo and ensure overall management of project work, in accordance to the approved work plan;
- Represent the activities in Samegrelo towards the project board and in relations with other entities;
- Participate in designing and implementing the project outputs and activities relevant for in Samegrelo reflected in the Project Document consistent with UNDP country program;
- Coordinate preparation and approval of the work plan;
- Supervise and coordinate activities of the Community Participation Assistants, project administrative assistant and external consultants in Samegrelo region;
- Develop and maintain excellent relationships with all relevant key partners (central government, local governments, local communities, private sector and other stakeholders);
- Ensure the maintenance of the project related documentation (contracts, reports, correspondence, etc) in connection with activities in Samegrelo region;
- Coordinate organization of the meetings, workshops, trainings and etc. in frame of the project implementation plan;
- Manage efficient utilization of all UNDP-financed inputs according to the planned budget;
- Ensure the preparation of regular financial and narrative reports;

- Perform other duties as required.

Required Qualifications and Competencies:

Education: An advanced degree in the social sciences (public administration, local governance, economics, law, conflict management, development studies) or related fields; Knowledge of conflict sensitivity approach and/or confidence building is a strong advantage; Strong communications, presentation and advocacy skills; Excellent computer literacy (MS Office; Windows); Excellent analytical skills, pragmatic mentality coupled with proven problem-solving abilities; Ability and willingness to work in a resource constrained environment;

Experience: At least five (5) or more years of working experience in the area of sustainable development: sustainable livelihoods and local governance reform; Proven experience in community participation projects; Proven experience in managing development-related projects;

Demonstrated initiative and perseverance; self-starter, team player, highly motivated and comfortable in a multi-cultural, team setting; professional and personal ethics and advocacy of the UN values, as well as the ability to serve several colleagues at the same time; results driven, ability to work under pressure and to meet strict deadlines; past experience with International Agencies and/or NGOs in similar positions would constitute an advantage.

Language Requirements: Excellent written and spoken Georgian and English. Russian would constitute an advantage.

Competencies:

Corporate Responsibility & Direction:

- Serves and promotes the vision, mission, values, and strategic goals of UNDP

People Skills:

- Good interpersonal skills, client-orientation, and ability to work in a team.

Proactive and creative:

- Ability to work under pressure with several tasks and various deadlines
- Actively generates creative, practical approaches and solutions to overcome challenging situations

Communication:

- Demonstrates strong written and oral communication skills.

Job Knowledge & Expertise:

- Uses Information Technology effectively as a tool and resource

Submission:

If interested, please send the cover letter and the CV in English to UNDP, Georgia via e-mail to: vacancy.ge@undp.org no later than XX 2009. Please indicate in the email subject line: "Regional Coordinator Human Security". Kindly indicate at least two references that we may contact, as well as your availability in terms of start date and duration. Only short listed candidates will be notified. Applications received after the closing deadline will not be considered. No telephone calls please.



United Nations Development Program

GEORGIA

Finance & Administrative Assistant

The United Nations Development Program (UNDP) Country Office in Georgia on behalf of the project "Human Security through Community Participation (HUS-CO)" is making a vacancy announcement for Finance & Administrative Assistant.

Post Title: Finance & Administrative Assistant

Duration: 12 months (w/possibility of extension)

Languages Required: English and Georgian

Type of appointment: Service Contract (Equivalent to SB3-MIN)

Duty station: Zugdidi, Georgia

Deadline for application: XX 2009

Starting Date: as soon as possible

Background:

Over the past 16 years Georgia's social and economic development has been undermined by several shocks, most recently the affects of the global economic crisis and the conflict of August 2008. The immediate impact of these shocks, have exposed a prevailing social and economic stress which characterizes the lives of many Georgians today. One of the most visible manifestations of this situation is the unsolved issue of over 220,000 internally displaced people (IDPs), resulting from a series of post-independence conflicts and political crises in breakaway regions of the country. Georgia's internally displaced population are mainly concentrated in the regions of Tbilisi (87,000), Samegrelo (81,000), Imereti (25,000) and Shida Kartli (estimated 18,000 long-term IDPs).

The Georgia Human Security and Social Integration Program responds to the long term development needs of the country's vulnerable communities which have suffered most from several political and economic shocks over the past 16 years. The Program represents an integrated response to Georgia's chronic IDP challenge dating back to 1992 - over 220,000 long-standing IDPs and an estimated 30,000 IDPs who have no immediate prospect of being able to return to their homes after the conflict of August 2008. For this reason the program will mainly target three regions which have the largest (except Tbilisi) concentrations of IDPs - Samegrelo, Imereti and Shida Kartli. It thus makes the deliberate and strategic transition from recovery efforts to long term development, ostensibly focusing on building the human capabilities of IDPs to improve their livelihoods. Critically, however, the program's modules are designed to mobilize wider positive benefits, encompassing non-IDP host communities, as well as addressing the larger social integration priorities of the Government.

Overall Purpose:

In order to achieve this goal the Program has adopted the human security approach which is

rooted in a multi-sectoral development philosophy and encompasses components: 1) Community participation and local economic development 2) Livelihoods and employment generation and 3) Access to Justice and public Awareness and 4) Confidence building and reconciliation.

Tasks (Expected duties and responsibilities):

Under the overall supervision of the Regional Coordinator the incumbent will bear overall responsibility for providing technical, financial and administrative support for smooth implementation of the UNDP project "HUS-CO - Human Security through Community Participation (HUS-CO)" and fulfill the duties and responsibilities outlined below. The FAA will be based in Zugdidi.

Scope of Work:

In particular, the FAA will carry out the following tasks and activities:

- Assist Regional Coordinator in supervising implementation of the project and ensure that all components are implemented in compliance with all relevant UNDP rules and regulations
- Carry out all operations required for authorizing and effectuating expenditures in frame of the project funding, including making calculations, requesting funds and making payments and liaise, as necessary, with the UNDP Country Office in Tbilisi in this process
- Setting up contracts with project staff and recruited temporary experts/consultants and carry out salary and/or other eligible expenses of the staff (i.e. DSA, travel, etc.) payment arrangements according to existing contracts. Renew these contracts upon expiration
- Participating in procurement arrangements and prepare procurement contracts for goods and services (i.e. be involved in tendering procedures)
- Ensure proper recording of all financial transactions; Maintain and update databases on the above administrative operations; Maintain tracking, monitoring and/or reporting systems regarding allocations and expenditures
- Maintain project's filing system and leave records for project staff; Register and keep track of contracts and other documents related to the project according relevant UNDP rules and regulations:
 - Control project assets, maintain office equipment and keep inventory list
 - Review and maintain incoming and outgoing communications; Draft correspondences
 - Support the project office in establishment of the work-plan(s), administrative structures and budget build-up
 - Collect information and contribute into preparation and timely submission of budget estimates, budget mid-year reviews and Annual Work Plans
 - Provide translation and interpretation services from Georgian into English and vice versa in frame of the project
 - Provide administrative support to meetings and seminars organized in frame of the project. This includes preparing budgets, coordinating travel and lodging of participants, paying DSA, etc.
 - Prepare background information for external consultants/ visitors to the project area; Assist as necessary with the logistical arrangements for hosting external consultants/ visitors within the Project

- Perform other duties as required

Required Qualifications and Competencies:

Education: Undergraduate Degree in Public administration/Finance or related field with proven accounting skills. Advanced university degree or equivalent is desirable but not a requirement.

Experience: A minimum of two (2) years of practical experience in the relevant field (experience with UNDP projects is an asset); Good computer skills.

Demonstrated initiative and perseverance; self-starter, team player, highly motivated and comfortable in a multi-cultural, team setting; professional and personal ethics and advocacy of the UN values, as well as the ability to serve several colleagues at the same time; results driven, ability to work under pressure and to meet strict deadlines; past experience with International Agencies and/or NGOs in similar positions would constitute an advantage.

Language Requirements: Excellent written and spoken Georgian and English. Russian would constitute an advantage.

Competencies:

Corporate Responsibility & Direction:

- Serves and promotes the vision, mission, values, and strategic goals of UNDP

People Skills:

- Good interpersonal skills, client-orientation, and ability to work in a team.

Proactive and creative:

- Ability to work under pressure with several tasks and various deadlines
- Actively generates creative, practical approaches and solutions to overcome challenging situations

Communication:

- Demonstrates strong written and oral communication skills.

Job Knowledge & Expertise:

- Uses Information Technology effectively as a tool and resource

Submission:

If interested, please send the cover letter and the CV in English to UNDP, Georgia via e-mail to: vacancy.ge@undp.org no later than XX 2009. Please indicate in the email subject line: "Finance & Administrative Assistant". Kindly indicate at least two references that we may contact, as well as your availability in terms of start date and duration. Only short listed candidates will be notified. Applications received after the closing deadline will not be considered. No telephone calls please.



United Nations Development Program

GEORGIA

Community Participation Assistants (3 positions)

The United Nations Development Program (UNDP) Country Office in Georgia on behalf of the project "Human Security through Community Participation (HUS-CO)" is making a vacancy announcement for Community Participation Assistants.

Post Title: Community Participation Assistants

Duration: 12 months (w/possibility of extension)

Languages Required: English and Georgian

Type of appointment: Service Contract (Equivalent to SB3-Q1)

Duty station: Zugdidi, Georgia

Deadline for application: XX 2009

Starting Date: as soon as possible

Background:

Over the past 16 years Georgia's social and economic development has been undermined by several shocks, most recently the affects of the global economic crisis and the conflict of August 2008. The immediate impact of these shocks, have exposed a prevailing social and economic stress which characterizes the lives of many Georgians today. One of the most visible manifestations of this situation is the unsolved issue of over 220,000 internally displaced people (IDPs), resulting from a series of post-independence conflicts and political crises in breakaway regions of the country. Georgia's internally displaced population are mainly concentrated in the regions of Tbilisi (87,000), Samegrelo (81,000), Imereti (25,000) and Shida Kartli (estimated 18,000 long-term IDPs).

The Georgia Human Security through Community Participation Program responds to the long term development needs of the country's vulnerable communities which have suffered most from several political and economic shocks over the past 16 years. The Program represents an integrated response to Georgia's chronic IDP challenge dating back to 1992 - over 220,000 long-standing IDPs and an estimated 30,000 IDPs who have no immediate prospect of being able to return to their homes after the conflict of August 2008. For this reason the program will mainly target three regions which have the largest (except Tbilisi) concentrations of IDPs - Samegrelo, Imereti and Shida Kartli. It thus makes the deliberate and strategic transition from recovery efforts to long term development, ostensibly focusing on building the human capabilities of IDPs to improve their livelihoods. Critically, however, the program's modules are designed to mobilise wider positive benefits, encompassing non-IDP host communities, as well as addressing the larger social integration priorities of the Government.

Overall Purpose:

In order to achieve this goal the Program has adopted the human security approach which is

rooted in a multi-sectoral development philosophy and encompasses components: 1) Community participation and local economic development 2) Livelihoods and employment generation and 3) Access to Justice and public Awareness and 4) Confidence building and reconciliation.

For efficient achievement of its objective, the project plans to recruit Community Participation Assistants placed in the Governor's Office and in two additional municipalities. The Assistant in Zugdidi will also support the Zugdidi Municipality in the Samegrelo region.

Tasks (Expected duties and responsibilities):

Under the guidance and direct supervision of the Regional Coordinator for Community Mobilization and in close collaboration with Municipal Authorities and UNDP CO staff, the Community Participation Assistants will work with the municipal government and all other stakeholders in the respective municipalities to enhance their capacity to include potentially marginalized groups in the priority-setting, planning and decision-making processes.

The Community Participation Assistants will be responsible for advising, organizing, and assisting the municipal authorities in performing all activities related to development initiatives planned in context of UNDP Project "HUS-CO - Human Security through Community Participation (HUS-CO)" and any other project initiative presented and/or implemented in the respective municipality.

During the assignment the Community Participation Assistants will be based in the respective municipality to establish efficient working relations between local, national and international stakeholders and local officials. S/he will facilitate and, where necessary, take the lead role in all stages of project implementation at the municipal level, in close coordination with the project management and/or the UNDP Country Office in Tbilisi.

Scope of Work

The Community Participation Assistants will be expected to:

- Support the Municipal Authorities and local communities in developing effective participatory mechanisms and methodologies for including potentially marginalized groups in the priority-setting, planning and decision-making processes.
- Support the Municipal Authorities in planning and performing aid coordination and communication activities with local residents, IDPs, local, national and international stakeholders;
- Provide support to Municipal Authorities in designing a concrete Common Social and Economic Vision (CSEV) Documents and implementing priority activities;
- Support Municipal Authorities in establishing and maintaining working relations with donors and the international community (UN, NGO and others);
- Support the work of national and international project consultants at the municipal level;
- Participate in monitoring and evaluation of the impact of initiated activities, report on findings and help integrate these in the planning processes;
- Support inter-agency and inter-municipal cooperation on all relevant issues;
- Maintain an project database and other files, provide regular and ad-hoc reports to the project management and other stakeholders; prepare other documentation as needed/requested;
- Perform any other related duty as requested by the project management.

Required Qualifications and Competencies:

Education: University degree or equivalent in Economics, Business Administration, Public Administration, Political Sciences, or related field.

Experience: Good knowledge of and practical experience with development issues, especially with community participation; experience in advising and supporting others in a professional setting, 4 (four) or more years of relevant experience in planning, coordination and/or program development and implementation, monitoring and evaluation of development initiatives; (Institutional) capacity building of regional and local government and/or Civil Society Organizations, experience with aspects of rural and/or urban development, gender equality, legal advice and/or (re)integration of Internally Displaced People. Past experience with International Agencies and/or NGOs would constitute an advantage.

Language Requirements: Fluency in Georgian, very good written and spoken English.

Competencies:

Demonstrated initiative and perseverance; self-starter, team player, highly motivated and comfortable in a multi-cultural, team setting; professional and personal ethics and advocacy of the UN values, as well as the ability to serve several colleagues at the same time; results driven, ability to work under pressure and to meet strict deadlines; past experience with International Agencies and/or NGOs in similar positions would constitute an advantage. Good knowledge of the evolving situation in the project area, with particular focus on the situation in Samegrelo Region; Experience of working with a wide variety of diverse counterparts and beneficiaries; Proven interpersonal and diplomatic skills; Good drafting skills; Good computer skills (Microsoft Office, Database, Email, Internet); Valid driver's license; Demonstrated initiative and perseverance; Self-starter, highly motivated team player; Professional and personal ethics and advocacy of the UN values, as well as the ability to encourage respect and similar behaviour from colleagues in the workplace; Results driven, ability to work under pressure and to meet strict deadlines.

Corporate Responsibility & Direction:

- Serves and promotes the vision, mission, values, and strategic goals of UNDP
- Translates strategic aims into achievable plans, with established priorities; manages them, making periodic adjustments as required

People Skills:

- Recognizes and responds appropriately to the ideas, interests, and concerns of others; gives credit to the contributions of others

Proactive and creative:

- Actively generates creative, practical approaches and solutions to overcome challenging situations

Communication:

- Demonstrates excellent written and oral communication skills
- Demonstrates excellent presentation skills

Job Knowledge & Expertise:

- Uses Information Technology effectively as a tool and resource

Submission:

If interested, please send the cover letter and the CV in English to UNDP, Georgia via e-mail to: vacancy.ge@undp.org no later than XX 2009. Please indicate in the email subject line: "Community Participation Assistants". Kindly indicate at least two references that we may

contact, as well as your availability in terms of start date and duration. Only short listed candidates will be notified. Applications received after the closing deadline will not be considered. No telephone calls please.



United Nations Development Programme

XI. GEORGIA

Driver

The United Nations Development Programme (UNDP) Country Office in Georgia on behalf of the project "Human Security through Community Participation (HUS-CO)" is making a vacancy announcement for two (2) Drivers.

Post Title: **Driver (1 position)**

Duration: 12 months (w/possibility of extension)

Languages Required: Fluency in Georgian, knowledge of English, although not required, would be a strong asset

Type of appointment: Service Contract (SC-2)

Duty station: Gori, covering the Shida Kartli region (Gori, Kareli, Kaspi, Khasuri)

Deadline for application: 24th July 2009

Project: "Human Security through Community Participation (HUS-CO)"

Background

Over the past 16 years Georgia's social and economic development has been undermined by several shocks, most recently the affects of the global economic crisis and the conflict of August 2008. The immediate impact of these shocks, have exposed a prevailing social and economic stress which characterizes the lives of many Georgians today. One of the most visible manifestations of this situation is the unsolved issue of over 220,000 internally displaced people (IDPs), resulting from a series of post-independence conflicts and political crises in breakaway regions of the country. Georgia's internally displaced population are mainly concentrated in the regions of Tbilisi (87,000), Samegrelo (81,000), Imereti (25,000) and Shida Kartli (estimated 18,000 long-term IDPs).

The Georgia Human Security through Community Participation Program responds to the long term development needs of the country's vulnerable communities which have suffered most from several political and economic shocks over the past 16 years. The Program represents an integrated response to Georgia's chronic IDP challenge dating back to 1992 - over 220,000 long-standing IDPs and an estimated 30,000 IDPs who have no immediate prospect of being able to return to their homes after the conflict of August 2008. For this reason the program will mainly target three regions which have the largest

(except Tbilisi) concentrations of IDPs – Samegrelo, Imereti and Shida Kartli. It thus makes the deliberate and strategic transition from recovery efforts to long term development, ostensibly focusing on building the human capabilities of IDPs to improve their livelihoods. Critically, however, the program's modules are designed to mobilise wider positive benefits, encompassing non-IDP host communities, as well as addressing the larger social integration priorities of the Government.

Overall Purpose:

In order to achieve this goal the Program has adopted the human security approach which is rooted in a multi-sectoral development philosophy and encompasses components: 1) Community participation and local economic development 2) Livelihoods and employment generation and 3) Access to Justice and public Awareness and 4) Confidence building and reconciliation.

For efficient achievement of its objective, the project plans to recruit Community Participation Assistants placed in the Governor's Office and in two additional municipalities. The Assistant in Zugdidi will also support the Zugdidi Municipality in the Samegrelo region.

Tasks (Expected duties and responsibilities):

The Driver will work under the supervision of the Project Manager and/or direct supervisor, and she or he will provide reliable and safe driving services ensuring high accuracy of work. The Driver provides driving services to the project staff in the Zugdidi Project Field Office, UNDP Consultants and UN staff on mission. The Driver will be based in Zugdidi with extensive travel in the Samegrelo Region.

In particular the Driver will be expected to carry out the following tasks:

- Provision of reliable and secure driving services: Ensures provision of reliable and secure driving services by a) driving office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items and b) meeting official personnel and visitors at the airport, visa and customs formalities arrangement when required.
- Proper use of vehicle: Ensures cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
- Day-to-day maintenance of the assigned vehicle: Ensures proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, refueling, etc.
- Availability of documents/ supplies: Ensures availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, map of the city/country, first aid kit, radios and required spare parts.

- Regulations and safety: Ensures that all immediate actions required by rules and regulations are taken in case of involvement in accidents.

Proficiency in the following UN Competencies:

Client orientation skills

The Driver demonstrates a client-oriented approach, high sense of responsibility, courtesy, tact and the ability to work with people of different national and cultural backgrounds.

Technical skills

The Driver is able to operate a car in all kind of conditions and weather

Qualifications, skills and experience

Knowledge and skills: Secondary Education. Valid Driver's license

Experience: 2 years' work experience as a driver; safe driving record; knowledge of driving rules and regulations and skills in minor vehicle repair.

Languages: Fluency in Georgian, knowledge of English, although not required, would be a strong asset; proficiency in Russian is also desirable.

If interested, please send the P.11 form (preferably in English) to UNDP, Georgia via e-mail to: vacancy.ge@undp.org no later than 24th July 2009. Please indicate in the email subject line: "Driver". P.11 can be downloaded from the following website: www.undp.org.ge

Only short listed candidates will be notified. Applications received after the closing deadline will not be considered. No telephone calls please.

ANNEX 4: List of Abbreviations

CB:	Community Based
CBF:	Capacity Building Fund
CBO:	Community Based Organizations
CIPD	Caucasus Institute for Peace and Development
CP:	Community Practice
CPAP:	Country Program Action Plan
CPA:	Community Participation Assistant
CPF:	Community Participation Fund
CSEV:	Common Social and Economic Vision
CSBP:	Conflict-sensitive business practice
CSO:	Civil Society Organisation
EU:	European Union
FFA:	Finance & Administrative Assistant
FOSTER:	Fostering Sustainable Transition and Early Recovery
HUS-CO	Human Security through Community Participation
IDP:	Internally Displaced Person
MFI:	Micro-Financing Institution
NGO:	Non-Governmental Organization
SC:	Steering Committee
TOT:	training of trainers
UNDAF:	United Nations Development Assistance Framework
UNDP:	United Nations Development Program
VET:	Vocational and Educational Training

ANNEX 5: Budget (overview by Component and year)

Activity	2009	2010	2011	Total
Component 1	280000	210000	200000	690000
Activity 1 Community participation	90000	30000	20000	140000
Activity 2 community participation fund	40000	80000	80000	200000
Activity 3 management and M&E	150000	100000	100000	350000
Component 2	0	380000	500000	880000
Activity 1 Business support		300000	400000	700000
Activity 2 conflict sensitive business practice		30000	50000	80000
Activity 3 house hold TV program		50000	50000	100000
Component 3	0	125000	200000	325000
Activity 1 access to justice and rule of law		50000	100000	150000
Activity 2 public awareness on IDPs		75000	100000	175000
Component 4	40000	115000	170000	325000
Activity 1 parallel technical assistance	5000	50000	75000	130000
Activity 2 out-of-country peer learning	5000	25000	25000	55000
Activity 3 confidence building capacity development	30000	40000	70000	140000
Total	320000	830000	1070000	2220000

Preliminary Draft Agenda - Training of Consultants/Advisors Part II

9 – 11 November, 2009, Bildungszentrum mission21, Basel, Switzerland

DAY I: Monday	DAY II: Tuesday	DAY III: Wednesday
<p>Participants arrive and get settled</p>	<p>Systems Thinking and Peacebuilding Work</p> <ul style="list-style-type: none"> ❖ Discussion: Why systems thinking: what it is and why it applies ❖ Elements of systems thinking—what we are incorporating (and leaving out!) <p><i>Break</i></p> <p>Systems Thinking and Peacebuilding Work</p> <ul style="list-style-type: none"> ❖ Application to conflict analysis: taking it further ❖ Examples from CDA and others' experience 	<p>Agenda Review</p> <p>Systems Thinking and Peacebuilding Work (continued)</p> <ul style="list-style-type: none"> ❖ Practice cutting away the underbrush—getting to the core (exercise) ❖ Working with archetypes ❖ Practice/discussion of facilitation of systems analysis <p><i>Break</i></p> <p>Using the Systems Analysis: Programme Design and Strategy Development</p> <ul style="list-style-type: none"> ❖ Identifying points of leverage: Exercise using the Donella Meadows Approaches ❖ Generate intervention options, based on the scenario and points of leverage (small group work)
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<p>Agenda Review: purpose and expectations (Re)Introductions</p> <p>Successes and Challenges in Applying RPP Tools and Concepts</p> <p>Exchange/Sharing:</p> <ul style="list-style-type: none"> ❖ Participants exchange successes and challenges applying RPP concepts to programmatic work ❖ Small group discussions/pooling of issues and questions <p><i>Break</i></p> <p>Plenary discussion:</p> <ul style="list-style-type: none"> ❖ Addressing issues (group and trainers) ❖ Flagging of issues for further work later in the workshop <p>(Re)introduction and discussion of conflict analysis</p> <ul style="list-style-type: none"> ❖ Strengths and weaknesses of existing methods ❖ Essential elements of conflict analysis 	<p>Practicing systems analysis</p> <ul style="list-style-type: none"> ❖ Practice building a systemic analysis: small group work on a case ❖ Debrief and questions <p><i>Break</i></p> <p>Systems archetypes</p> <ul style="list-style-type: none"> ❖ Use of systems archetypes/how might they inform analysis just performed? 	<p>Programme Design & Strategy Development</p> <ul style="list-style-type: none"> ❖ Identifying gaps: who is working where and who is working with whom (key actors) exercises ❖ Testing theories of change using systems thinking ❖ Mapping potential unintended consequences using systems map <p><i>Break</i></p> <p>Programme Design & Strategy Development (continued)</p> <ul style="list-style-type: none"> ❖ Mapping strategies onto the RPP Matrix (review and reinforce skills) ❖ Clarifying goals: peacebuilding contributions and statements in terms of change ❖ Intersection with logframes and results-based management systems <p>Additional Questions Not Otherwise Covered: Q & A and Group Discussion</p> <p>Promoting the RPP Learning Community: what's working, improving participation</p> <p>Closure</p>