



PROJECT DOCUMENT
GEORGIA

Project Title: Improving Rural Development in Georgia (ENPARD III)

Project Number: 00097870, Output numbers: 00101419/00108059

Implementing Partner: Ministry of Environmental Protection and Agriculture

Start Date: 1 January 2018

End Date: 30 November 2022

PAC Meeting date: 27-Dec-2017

Brief Description
<p>The project is part of the EU supported nation-wide programme "European Neighbourhood Programme for Agriculture and Rural Development" (ENPARD) phase III and will contribute to the main purpose of ENPARD III, which is to promote inclusive and sustainable growth and development, creating employment and livelihoods for the poor and excluded, and to the achievement of results related to improvement of institutional capacities for the implementation of the Rural Development Strategy; improvement of rural economic diversification, employment and services; and Improvement of environment, sustainable management of natural resources and climate action.</p> <p>The expected outcome of the project is that more diverse rural services are delivered to population in more efficient, effective and sustainable manner. The project will be complementary to the "FAO support to Georgian agricultural sector under ENPARD III", which will deliver agricultural services to the rural population in the same target areas.</p> <p>The project is expected to deliver the following outputs:</p> <ol style="list-style-type: none"> 1. Improved governance for effective implementation of the National Rural Development Strategy, Rural Development Action Plan and related programmes 2. Improved rural economic diversification, employment and services 3. Improved environment, sustainable management of natural resources and climate action 4. Improved rural development governance and economic diversification, environment, natural resources and climate action in Ajara AR.

<p>The project contributes to:</p> <p>UNPSD 2016-2020 Outcome 3/ CPD 2016-2020 Outcome: 1: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded</p> <p>CPD 2016-2020: Output 1.1 National and sub-national systems and institutions enables to achieve structural transformation of productive capacities that are sustainable and employment and livelihoods-intensive.</p> <p>UNDP Strategic Plan 2014-17: Outcome 1. Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor & excluded/ Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive</p> <p>Indicative Outputs with gender marker:</p> <p>Outputs 1-3 (00101419): Improved governance for effective implementation of the National Rural Development Strategy/Action Plan; Improved rural economic diversification, employment and services; improved environment, sustainable management of natural resources and climate action in Georgia - GEN2 (Gender quality as a significant objective)</p> <p>Output 4 (00108059): Improved rural development governance and economic diversification, environment, natural resources and climate action in Ajara AR - GEN2(Gender equality as a significant objective)</p>

Total resources required:	11,946,919.43 USD
Total resources allocated:	UNDP TRAC: 0 USD
	EU: 11,848,341.23 USD Equivalent of EUR 10,000,000 per UNXRATE of Dec2017 0.844
	Government: 98,578.20USD Equivalent of EUR 83,200 per UNXRATE of Dec2017 0.844
	In-Kind: -
Unfunded:	

Agreed by:

UNDP:	Ministry of Environmental Protection and Agriculture:
 _____ Niels Scott, Resident Representative	 _____ Levan Davitashvili, Minister of Environmental Protection and Agriculture
Date: 3-Jan-2018	Date: 28/12/2017

List of Abbreviations

AMAG	Georgian acronym referring to “Local Group of Active Citizens”
ENPARD	European Neighbourhood Programme for Agriculture and Rural Development
ESC	ENPARD Steering Committee
ESStC	ENPARD Stakeholder Committee
ERDN	European Rural Development Network
FAO	Food and Agriculture Organisation
GIS	Geographic Information Systems
HRM	Human Resource Management
HRMS	Human Resource Management System
IACC	Inter-Agency Coordination Council for rural development
IDP	Internally displaced persons
KPI	Key Performance Indicator
LAG	Local Action Group
LEADER	A French acronym meaning "Links between actions for the development of the rural economy"
LFA	Less Favoured Area
MoEPA	Ministry of Environmental Protection and Agriculture
MRDI	Ministry of Regional Development and Infrastructure
MoESD	Ministry of Economy and Sustainable Development
NAMA	Nationally Appropriate Mitigation Action
NDC	Nationally Determined Contribution
NGO	Non-governmental Organisation
NRN	National Rural Network
PWD	Persons with disabilities
RD	Rural Development
RDAP	Rural Development Action Plan
RDC	Rural Development Council
RDS	Rural Development Strategy
RDP	Rural Development Programmes
RDPU	Rural Development Policy Unit of the Ministry of Environmental Protection & Agriculture
SADG	Strategy for Agriculture Development in Georgia
TWG	Thematic Working Group
UNDP	United Nations Development Programme

I. THE DEVELOPMENT CHALLENGE

1.1. THE DEVELOPMENT CHALLENGE

Rural Development aims to improve the lives and well-being of rural dwellers while protecting the natural environments within which they live. Adopting an effective rural development policy in Georgia will:

- involve a new focus for public administrators and policy makers,
- require investment in a robust evidence base and
- necessitate linkages with local stakeholders

In Georgia, there is a clear rural-urban divide related to economic opportunities, and public service provision. The poverty rate in the country is gradually decreasing but remains high at 20.6%, notably in rural areas where 43% of the population lives, and the poverty is 26.5% as opposed to 14.5% in urban areas.¹ Poverty is most severe in mountainous areas, and female-headed households are more likely to be poorer than male-headed households, since they have fewer economic activities especially in off-farm activities, earning on average 63 cents per each euro earned by a man.² Limited skills, access to finance, insufficient infrastructure and lack of affordable child-care facilities severely affect women's opportunities to economic and social empowerment, as domestic and care work traditionally are the responsibility of women. In addition, limited access to mobility, transportation, markets and decision-making are hampering factors for women's participation.

Rural poverty in Georgia is related to lack of economic opportunities, isolation, insufficient skills, capabilities and assets. Under these circumstances, the resilience of poor rural households relies heavily on subsistence farming and the unsustainable exploitation of natural resources such as forests and pasturelands, all affected by worsening climatic conditions.

Agriculture represents the main source of food and income for rural households. The deterioration of the sector remains a root cause of poverty particularly for women, for whom 56% of self-employed women work as unpaid family workers. Major land reform during the 1990s led to erratic privatisation and fragmentation of farmed land resulting in 95% of small farmers with extremely low output and productivity. For decades, the lack of support to improve cultivation and post-harvest technologies, capital and basic skills have also led to massive under-utilization of fertile land, overgrazing in communal areas and decreasing soil fertility.

Skills mismatch on labor market is treated as one of the major impediments for development according to local stakeholders. The vocational education and training (VET) sector has been perceived as the main tool for decreasing skills mismatch and increasing employability of job seekers. Yet, there are currently no formal and institutionalized training programmes for adults provided by the public sector, which would enable lessening the gap.

The situation of Georgian forests, although important safety nets for rural women and men (for fuel, building materials and food), is continuously degrading because of unsustainable usage. Hazardous and non-hazardous waste is also a widespread problem in rural areas due to uncontrolled practices and poor coverage of waste collection systems, which reach less than 74% of the population.

Aiming to addressing the key challenges in rural areas, in December 2016 the Georgian government adopted a national Rural Development Strategy of Georgia (RDS) 2017-2020³ with a focus on three priority areas: economy and competitiveness; social conditions and living standards; and environmental protection and sustainable management of natural resources. Similar to the above, some of the key challenges referenced in the Strategy, include:

- Low household incomes and high poverty rates
- Lack of employment opportunities
- Poor public services
- Limited access to markets and finance
- Poor business and marketing skills and low production capacity
- Low levels of investment both in agriculture and in related areas
- A decreasing and ageing population
- Land fragmentation and inefficient economic conditions
- Degraded forests and poorly managed and overgrazed pastures

¹ GeoStat (2016): *relative poverty is measured in terms of share of population below 60% of median consumption*

² GeoStat (2015): *Women and Men in Georgia*

³ <http://enpard.ge/en/wp-content/uploads/2015/05/Rural-Development-Strategy-of-Georgia-2017-2020.pdf>

- Water pollution and unregulated, disorganized waste management

In addition, the analysis underpinning the Strategy found specific gender issues, where for example, 58.6% of self-employed women in the high mountain regions in 2015 were involved in uncompensated activities. The Strategy also identified an absence of mechanisms in rural areas to foster inclusive participatory approaches to local decision making.

Furthermore, during the summer of 2017, research was undertaken by UNDP and FAO amongst farmer community groups in the 8 ENPARD funded pilot rural development projects' locations. The research sought to identify issues and obstacles related to agriculture and rural development, and to capture potential opportunities for investment. A number of related issues emerged as being obstacles to development including: the capacity of households to invest depending on household size, level of debt, levels of skills and knowledge and access to finance, technical support, guidance and public services. Opportunities for investment, as defined by the survey groups, were numerous and covered agriculture, environmental protection, social infrastructure, education and the rural economy.

At regional and local government levels, capacities to develop confidence, understanding and the skills required to influence rural policy dialogue need substantial improvement. There is a lack of technical and experienced staff to understand and formulate appropriate rural policies and strategies grounded on participatory planning approaches, which emphasizes the complexities of putting multi-stakeholder processes for public and sector policies into practice; human capital management systems within public sector, including local authorities, are mainly limited to personnel matters and are primarily administrative in nature.

In view of this, rural community capacity building will continue to be an area of importance in relation to enhancing the effectiveness of implementation frameworks by specially targeted interventions, especially in the 8 ENPARD funded pilot projects where the EU LEADER approach is being promoted. Community learning and development has an essential role to play in giving communities the confidence and skills they need to engage effectively with Community-led Local Development (CLLD). Yet, commitment to community engagement and understanding of the importance of knowledge and skills are weak, therefore enhancing skills and resources that support community achievements that go above and beyond what any individual or household could accomplish alone needs to be enhanced. Representatives of public and private institutions, economic and social interest groups need to take a comprehensive approach to rural development by empowering local communities, with strong emphasis on promoting women and youth engagement and formation of active groups in rural areas. This includes enabling communities to provide and manage local actions to meet rural needs; enable communities to have a real influence over the planning, delivery and quality of mainstream municipal services related to rural development, as well as specific initiatives such as those aimed at achieving priority goals for integrated rural development support in Georgia.

Public sector capacities at regional and national levels also need advancement towards improved harmonization and coordination of actions through stronger economic, social and territorial cohesion. To this end, institutional capacity to integrate rural development concepts and strategies into governmental functioning for efficient and effective impact on rural poverty reduction is weak, and civil service is lacking organizational and managerial skills for implementation of rural development programmes and projects. In this respect, there are no strong mechanisms for adequate stakeholder coordination and involvement in rural development planning, delivery and evaluation, and there is a weak linkage between sectors and actors in ways that have multiple negative effects on the efficiency and effectiveness of supporting actions.

Therefore, the development challenge that this project seeks to address encompasses capacity gaps both within the public sector and amongst civil society to design and effectively deliver rural development strategies, plans and programmes that ensure a substantial impact in rural poverty and living standards.

1.2. BACKGROUND AND POLICY FRAMEWORK

The EU signed an Association Agreement (AA) with Georgia in June 2014. This aims to deepen political and economic relations between the parties and to gradually integrate Georgia into the EU's internal market. This entails, as one element, creating a Deep and Comprehensive Free Trade Area (DCFTA) between the EU and Georgia. Under Article 333 of the Association Agreement (Cooperation between the Parties in the field of agriculture and rural development), there is provision for 'facilitating the mutual understanding of agricultural and rural development policies'.

Since 2012, the government of Georgia (GoG) has undertaken a fundamental reform of state support to the agriculture sector due to recognition of its strategic importance to the country as it represent 51% of employment.

The government has increased public allocations to the Ministry of Environmental Protection and Agriculture (MoEPA) from 1.52% of the central budget in 2012 to 3.11% in 2015, and the adoption of the Strategy for Agricultural Development in Georgia (SADG) reflects policy support toward a gradual growth in agricultural production and value. The SADG highlights the need for:

- increased competitiveness of agriculture,
- while promoting the stable growth of high quality agricultural production,
- ensuring food safety and security, and
- overcoming rural poverty.

ENPARD is the single largest programme supporting the SADG and the RDS, with an EU allocation of 102 million euro. Building on existing support the 3rd phase of ENPARD (ENPARD III), with an EU allocation of 77.5 million euro will focus on:

- promoting inclusive and sustainable growth and development
- creating employment and livelihoods for the poor and excluded

Special measures will help build the resilience of vulnerable people in remote regions, and to promote the economic and social empowerment of rural women.

The Regional Development Programme of Georgia (2015 – 2017) aims at supporting a more balanced and sustainable socio-economic development of the country's regions. The Programme establishes that the MoEPA and the Ministry of Regional Development and Infrastructure (MRDI) share competences over rural development. The Law on Development of High Mountain Regions is expected to facilitate their social and economic progress by means of improving fiscal and social benefits for local resident support, infrastructure and business development.

Under the Law on the Environment of Georgia the environment protection policies are guided by the National Environment Action Programme. The forest sector is significant, considering that it covers 40% of the territory and provides direct benefits and resources to the population. A National Forest Concept approved by Parliament in 2014 will lead to the adoption of a Forest Code in 2017 to help regulate forests more efficiently under sustainable management practices. The Law on Protected Areas guides the mandate of a dedicated Agency for the sustainable management of the protected network covering 7.5% of Georgia territory. Also relevant is the development of the waste sector, which is regulated by MENRP through the Waste Management Code for improved coverage and adoption of sustainable practices.

The Georgian National Tourism Administration under the Ministry of Economy and Sustainable Development (MoESD) is tasked with the promotion of sustainable tourism, a sector which represents a 7% share of total economic output in 2014 and has a high potential for expansion and support to the diversification of the rural economy.

With support from ENPARD and in line with the EU approach⁴, Georgia has established a policy framework for rural development. The goal is to improve the competitiveness of agriculture, promote the sustainable management of natural resources and to support more balanced territorial development of rural economies and communities. The Autonomous Region of Ajara adopted a Regional RDS in the spring of 2016, followed by the adoption of the national RDS for Georgia at the end of 2016. ENPARD has supported rural development projects piloting the EU LEADER⁵ approach in eight selected municipalities. These pilots have promoted the establishment of local partnerships drawn from the public and private sectors, who constitute Local Action Groups (LAG). The LAGs formulate Local Development Strategies (LDS) which represent a prioritization framework for articulating local developmental needs. On this basis ENPARD III will provide further support to these projects through targeted assistance for improved rural development services and improved living conditions.

The actions foreseen by ENPARD III are coherent with the focal sectors of SSF 2014 – 2017, and in line with the 2015 review of the European Neighbourhood Policy⁶ which emphasises the need to support reforms for improved competitiveness, inclusive growth and social development, as part of the contribution to develop Georgia's economic resilience, modernisation and diversification, particularly in rural areas.

ENPARD III will also contribute to the EU-Georgia AA for improved competitiveness of agriculture under the DCFTA, the support to rural development, the harmonization of environmental legislation and enforcement mechanisms, and the improved management of natural resources.

⁴ Regulation (EU) No 1305/2013

⁵ <http://enrd.ec.europa.eu/en/leader>

⁶ EC (2015) Review of the European Neighbourhood Policy

1.3. THE EU AND RURAL DEVELOPMENT

Rural development is a process that delivers improvements in the quality of life and economic well-being of people living in relatively isolated and sparsely populated rural areas. Rural development, traditionally, has focussed on the exploitation of land-intensive natural resources, such as agriculture and forestry. However, changes in global production networks, increased urbanisation and dynamic links between rural and urban environments have changed the character of rural areas. Increasingly tourism, niche products and recreation have replaced resource extraction and agriculture as dominant economic factors.

Rural development plays an important role in transition economies where improving the quality of life for rural people and reducing poverty are often the driving factors by means of improving basic infrastructure, access to services and increasing economic opportunity.

The need for rural communities to approach development from a wider perspective has created more focus on a broad range of development goals rather than merely creating incentives for agricultural or resource based businesses. Education, entrepreneurship, physical and social infrastructure, biodiversity protection and enhancement, climate change adaptation and mitigation all play an important role in developing rural regions. Rural development is also characterised by its emphasis on locally produced economic development strategies.

The EU has championed rural development for several years and has developed an architecture and framework within which Member States formulate strategies and seven-year programmes to address rural development challenges. The EU's three long-term strategic objectives for rural development covering the 2014-2020 period are listed as:

- Fostering the competitiveness of agriculture;
- Ensuring the sustainable management of natural resources, and climate action; and
- Achieving a balanced territorial development of rural economies and communities including diversification, and the creation and maintenance of employment.

The EU has strategic guidelines for rural development⁷. While not explicitly designed as such, these are used as reference when defining the objectives and scope of rural development under ENPARD beneficiary countries and hence the measures that might be adopted.

Under these guidelines, actions under rural development fall within four axes (although, in fact, the fourth of these axes – LEADER – is more properly an instrument). The axes are:

- Improving the competitiveness of the agricultural and forestry sectors;
- Improving the environment and countryside;
- Improving the quality of life in rural areas and encouraging diversification of the rural economy; and
- Building local capacity for employment and diversification (the LEADER axis).

The LEADER⁸ programme is an initiative to support rural development projects initiated at the local level to revitalize rural areas and create jobs and income in a proactive and participatory manner. LEADER projects are managed by local action groups (LAGs). Each project must involve a certain rural administrative unit with actions aimed at one of three objectives:

- (a) to encourage experiments in rural development;
- (b) to support cooperation between the main stakeholders from different rural territories: several LAGs can share their resources; and
- (c) to network rural areas, by sharing experiences and expertise in the development of rural areas by creating databases, publications and other modes of information exchange.

A LAG brings together individuals from local public, private and civil society who are responsible for preparing a Local Development Strategy(LDS) and its implementation, based on which they tackle important priorities in a locally-

⁷ http://europa.eu/legislation_summaries/agriculture/general_framework/l60042_en.htm

⁸ A French acronym meaning Links between actions for the development of the rural economy

specific, innovative and participative way. Increasingly, it is being recognized that these local participatory bottom-up processes are an integral factor toward building stronger resilience within local communities.

1.4. RURAL DEVELOPMENT AND SUSTAINABLE DEVELOPMENT GOALS

Rural development approach corresponds closely and leads to achievement of the Sustainable Development Goals (SDG) which are also closely compatible with the EUs approach to rural development and its six common priorities:

- fostering knowledge transfer and innovation in agriculture, forestry and rural areas
- enhancing the viability and competitiveness of all types of agriculture, and promoting innovative farm technologies and sustainable forest management
- promoting food chain organisation, animal welfare and risk management in agriculture
- restoring, preserving and enhancing ecosystems related to agriculture and forestry
- promoting resource efficiency and supporting the shift toward a low-carbon and climate-resilient economy in the agriculture, food and forestry sectors
- promoting social inclusion, poverty reduction and economic development in rural areas

1.5. RURAL DEVELOPMENT IN GEORGIA

Under ENPARD I (2013-2017), the primary focus of the programme was on support to agriculture through institutional capacity building, support for the development of small farmers' cooperatives and pilot activities on rural development in three areas, Borjomi, Kazbegi and Lagodekhi. The rationale for establishing the 3 rural development pilot projects is given as:

- Diversification of rural economic activities to address poverty and promote sustainable and inclusive growth.
- ENPARD experience in agriculture to help increased coverage and integration in rural development strategies and plans.
- Validation of EU approach to rural development.
- Inform the national strategy (contextual analysis, local level strategies).

Under ENPARD II (2016-2018), the primary focus is to shift from agriculture to rural development support (while consolidating the agricultural support already given under ENPARD I). The roll out of rural development support is based, and conditional on:

- Adoption and implementation of a National Rural Development Strategy and Action Plan
- Adoption and implementation of a Ajara Rural Development Strategy and Action Plan
- Adaptation of EU best experiences and practices, including LEADER approach
- Complementarity of support programmes (EU, government, other donors) for effective implementation of rural development support measures at central, regional and municipal levels.

The main rural development components under ENPARD II include:

- Institution-building support for policy development
- Expansion of rural development projects to five new municipalities: Akhalkalaki, Dedoplistskaro, Tetrtskaro, Keda and Khulo

Accordingly, work has been underway since 2015 to enhance understanding of how a RDS for Georgia should be developed and implemented. Some of the key milestones in this process have been:

- Annual Rural Development Conferences in 2015, 2016 and 2017 with International contributions, opened by the Minister of Environmental Protection and Agriculture, and including policy and thematic discussions about rural strategy development in Georgia.
- The production of a RDS for Ajara in 2016, including a vision for the region with identified priority outcomes. The production of the strategy was overseen by a Cross-Ministerial Rural Development Council (RDC), ensuring integrated policy thinking and stakeholder engagement.
- The production and adoption of a national RDS (2017 – 2020) and Action Plan (2017)
- The establishment and operation of an Inter-Agency Coordinating Council (IACC) for rural development to oversee the implementation of the Action Plan for 2017 and preside over the Action Plan for 2018-2020.

Recognizing the progress made so far and demonstrated by adoption of the RDS, the key challenge will be to facilitate an efficient and effective implementation by the government including inter-ministerial agreements for integration of the support to agriculture alongside other measures targeting the diversification of rural economic opportunities and the environment for a more effective impact on poverty alleviation.

This project will contribute to the main purpose of ENPARD III, which is to promote inclusive and sustainable growth and development, creating employment and livelihoods for the poor and excluded, and to the achievement of results related to improvement of institutional capacities for the implementation of the RDS; improvement of rural economic diversification, employment and services; and Improvement of environment, sustainable management of natural resources and climate action.

1.6. ENGAGEMENT OF WOMEN, YOUTH AND OTHER GROUPS (IDPs, PWDs, MINORITIES) IN RURAL DEVELOPMENT

Rural development aims to improve the quality of life of rural population, including through promotion of social inclusion. Social inclusion helps to ensure equal access for individuals and communities to opportunities, rights, and resources (like employment, healthcare, education, housing, civic engagement, democratic participation, etc.) that are normally available to society and are key to social integration.

The project will therefore put a special emphasis on the groups that are under higher risk of being deprived of equal opportunities. In the project context, these are women in rural areas, youth, minorities, persons with disabilities (PWD) and internally displaced people (IDP).

- Even though, Georgia has committed itself to improving **gender equality** and has achieved significant developments on the legislative level, it is noteworthy that gender equality is insufficiently mainstreamed in relevant national, regional and local policies and strategies. Diverse needs, interests and viewpoints of men and women, girls and boys are not reflected in day to day lives and it is often difficult to assess what could be the gender impact of certain policies and programs supporting rural and agriculture development. Research also shows that there is a clear lack of synergy between gender equality policies and the sectorial agricultural and regional development policies.⁹ The dearth of sex-segregated data and the lack of gender-sensitive outreach strategies make it even harder to implement well thought out and inclusive policies that benefits men and women, boys and girls equally well.

Country specific social and cultural barriers, along with existing stereotypes of traditional roles of women in Georgia, the so called double burden, lack of finances and access to technology and information, as well as women's participation in decision making processes at the local level, prevent many women involved in agriculture to go beyond subsistence farming to active, income generating involvement in an agriculture business.

Modest amount of research carried out in Georgia for understanding gender and agriculture suggest a number of recommendations that seek to significantly improve the status quo of women in rural development. For example, rural development and agricultural strategies and programs should be responsive to gender inequalities and stereotypes, and contribute effectively to reducing structural social barriers that limit women's economic empowerment, and improve women's access to land, information, agricultural equipment, financial recourses, and marketing among others.

On this basis, well targeted actions creating income generation and diversification of economic opportunities for rural women should be supported. These actions would include improving access for women to information and modern technologies as well as supporting women's participation in vocational training and agricultural studies¹⁰. It is particularly important to promote women's and girls' education in the agricultural sector and to support initiatives that remove barriers for girls from entering educational programs, including accessibility to financial support and student loans¹¹.

- At over 30 %, unemployment rate is highest for the **young men and women** (15-24 years) in Georgia, compared with any other age groups. Besides, young people face various barriers to access productive

⁹ <http://www2.unwomen.org/-/media/field%20office%20georgia/attachments/publications/2016/report%20-%20the%20gender%20assessment%20of%20agriculture.pdf?la=en&vs=3323>

¹⁰ UN FAO, *Country Gender Assessment Agriculture and Rural Development in Georgia, October 2017*, pp. 43-47

¹¹ "The Gender Assessment of Agriculture and Local Development Systems", UNWOMEN, SCO, ADC, 2016, p 34

resources and income generation opportunities. Education, including vocational education, has not turned into the resource, providing young people with sufficient skills and capacities so that to facilitate smooth transition to the labor market. Therefore, in addition to involving young people in all stages of the project implementation, the project will design specialized support measures targeting youth. The project will align its activities with the "National Policy Document on Youth" which prioritizes: youth engagement in public life; education and employment; healthy life; civic education, and safety and protection of rights for people with special needs. Local development strategies will also provide a good basis for identifying priority actions supporting young people across all 8 municipalities.

- There are **ethnic minorities** residing in several of the project target areas (mostly in Akhalkalaki and Lagodekhi). Minorities face special challenges, including insufficient integration into the regional economic and civic processes. Geographic isolation and/or language barriers often hinder access to various services, including those providing income-generation opportunities. Therefore, a special communication and engagement efforts is necessary to reach out to these minority groups. The special needs of the minority communities will be examined thoroughly during the project assessment stage, and the tailored measures designed respectively. As a rule, engagement of the minority groups will be ensured across all project activities.
- The same approach will be applied to **persons with disabilities** and **internally displaced people** (i.e. in Borjomi), to ensure their full engagement in the project. There is evidence that PWD face difficulties and barriers for social-economic integration in general, but these are further compounded in rural areas due to lower quality of inclusive infrastructure, limited income generation opportunities and substandard access to services. Likewise, IDPs also face problems when it comes to their full engagement in economic activities, as evidenced in Borjomi. This is mainly conditioned by limited availability of productive resources, (land, property), as well as low skills and qualifications. Therefore, the project will put all efforts to ensure that the needs of these disadvantaged groups are fully incorporated into the project priorities and addressed through various support measures.
- XXXXXXXXXXXXX

The project will incorporate special tracing indicators in its M&E system to assess the effectiveness of its engagement with women, youth, people with disabilities, IDPs and ethnic minorities.

II. PROJECT STRATEGY

The project will contribute to the overall objective of ENPARD III, which is to assist the Georgian government in eradicating poverty, promoting sustainable and inclusive growth, and consolidating and improving democratic and economic governance.

In line with the Action Document for ENPARD III¹², the expected **impact** of the project is to improve employment and living conditions as a result of better quality and quantity of available rural services for the rural population in Georgia

The expected **outcome** of the project is that more diverse rural services are delivered to population in more efficient, effective and sustainable manner. The project will be **complementary** to the "FAO support to Georgian agricultural sector under ENPARD III", which will deliver agricultural services to the rural population in the same target areas.

On this basis, the **results framework** of the project is designed to ensure that the content of the RDS and RDAP, nation-wide and for Ajara region, remain relevant and that they are implemented, monitored and evaluated in the most relevant, efficient, effective and sustainable way.

In this respect, the project is expected to deliver the following **outputs**:

5. Improved governance for effective implementation of the RDS, RDAP and related programmes

¹² Action Document for ENPARD III, constituting the work programme for grants in the sense of Article 128 (1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2102) | the following section concerning calls for proposals: 5.4.1 Grants; call for proposals "Support to development in disadvantaged rural regions of Georgia" (direct management)

6. Improved rural economic diversification, employment and services
7. Improved environment, sustainable management of natural resources and climate action
8. Improved rural development governance and economic diversification, environment, natural resources and climate action in Ajara autonomous region.

In doing so, the project will support two **complementary areas**:

- improving the governance systems for rural development in Georgia including Ajara region, through support to put in place a strong institutional framework for managing of the implementation of the respective RDS and the RDAP, and to establish an active coordination of actions with participation by government, international partners and donors, civil society and the private sector at central, regional and local levels;
- providing direct delivery of rural services for improved economic diversification, sustainable management of natural resources and climate action to the rural population in targeted municipalities, either through government programmes or through UNDP and their implementing partners, on the basis of local needs-based priorities established using an integrated territorial approach.

The project will be implemented in compliance with the **strategic approach** defined in the adopted RDS 2017-2020 of Georgia and Ajara:

- ensuring the active participation of all interested parties in rural development, which will make a significant contribution to effective implementation of the RDS objectives and achieving sustainable outcomes, putting special emphasis on awareness rising and the inclusion of the local population, including private sector and civil society.
- strengthening the mechanisms for stakeholder engagement through gradual expansion of the 'bottom up' approach, which ensures the deepening of social education, trust and mutual understanding as part of the engagement process required to effectively support rural development priorities at local level, including the involvement of municipalities and the Local Action Groups according to the EU LEADER approach for successful elaboration and implementation of local needs oriented development plans.

On a technical level, for the institutional component the project will give special focus to the support to the dedicated Rural Development Policy Unit (RDPU) under the MoEPA, which leads and coordinates rural development process within government (IACC), guided by the RDS and the RDAP and is responsible for the administration of activities provided in the RDS and the RDAP, including the collection of data related to their implementation, and related coordination of regular monitoring, evaluation and reporting.

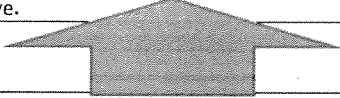





The project will also support respective units in other ministries which are responsible to shape and monitor the contribution of these ministries to rural development. The same approach will apply for Ajara AR with regards to the support to the Ajara RDC.

For the delivery of direct services to the rural population, the project will ensure that all supported activities are consistent with the priorities of the local development strategies in the target areas. Moreover, these activities should be complementary to the programmes and projects established under the RDS and RDAP funded by the state budget, as well the projects implemented by international partners, private sector, donors and financial institutions in the target areas.

To achieve this, the project will provide dedicated support to the establishment of active rural development coordination mechanisms at national, regional and local levels. This will ensure more efficient and effective planning processes, and the promotion of sustainable approaches using integrated planning for the implementation of supporting programmes, enhancing synergies and complementarity among the various programmes and projects.

The project's outcome will contribute to achieving CPD 2016-2020 Outcome 1: "Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded", as the project will support establishing strong institutional framework and pilots in economic diversification and sustainable management of natural resources, which will help in effective implementation of rural development policy thus supporting Government in implementation of inclusive development policies. The table below presents Theory of Change describing how the project will contribute to outcome level change as specified in the CPD.

Theory of Change

CPD 2016-2020 Outcome/Output	Outcome 1: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded/ Output 1.1 National and sub-national systems and institutions enables to achieve structural transformation of productive capacities that are sustainable and employment and livelihoods-intensive.			
				
Outcome	More diverse rural services delivered to population in more efficient, effective and sustainable manner			
				
Output Results	Output 1. Improved governance for effective implementation of the RDS, RDAP and related programmes	Output 2. Improved rural economic diversification, employment and services	Output 3. Improved environment, sustainable management of natural resources and climate action	Output 4: Improved rural development governance and economic diversification, environment, natural resources and climate action in Ajara autonomous region
				
Intermediate Results	1.1 More relevant rural development strategies, plans and programmes adopted and implemented 1.2 Improved governance and coordination mechanisms for rural development	2.2 Targeted interventions delivered in the 6 rural development areas supported by ENPARD for improved rural economic diversification, employment and services 2.2 Best practice models and innovative practices are shared across the target areas	2.1 Targeted interventions delivered in the 6 rural development areas supported by ENPARD for the protection and sustainable management of natural resources, and climate action 2.2 Promotion and public awareness campaigns on sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy	4.1: Improved governance for effective implementation of the RDS, RDAP and related programmes in Ajara AR 4.2: Improved rural economic diversification, employment and services in Ajara AR 4.3: Improved environment, sustainable management of natural resources and climate action in Ajara AR
Activities	1.1.1: An in-depth analysis of the gaps in evidence carried out to inform annual RDAP reviews and the drafting of future RDAP and the Rural Development Strategy (2021 – 2024) 1.1.2: Establishment of a unified Monitoring and Evaluation (M&E) framework for the RDAP 2018 – 2020 and the RDAP 2021-2024 1.1.3: Enhancing availability of evidence-based data and mapping information about rural development at central, regional and municipal level 1.1.4: Collection of evidence, good practices and lessons learned on LAG experience 1.1.5: Commissioning new research to inform annual RDAP reviews and the drafting of future plans 1.1.6: Supporting government to undertake annual reviews of existing RDAP until 2020, and develop new RDS and RDAP for the period 2021 – 2024	2.1.1: Assessment of the priorities for economic diversification and respective programmes in target municipalities 2.1.2: Development of specific priorities and delivery mechanisms to support economic diversification measures in the target municipalities 2.1.3: Support to implementation and monitoring of priority measures across selected areas in the target municipalities 2.2.1: Research into best practice models and innovative approaches for successful rural development undertaken and results disseminated and published as guidance material	3.1.1: Assessment of the priorities for sustainable management of natural resources and climate action and respective programmes in target municipalities 3.1.2: Development of specific priorities and delivery mechanisms to support sustainable management of natural resources and climate action in the target municipalities 3.1.3: Support to implementation and monitoring of priority measures across selected areas in the target municipalities 3.2.1: Implementation of dedicated awareness campaigns on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy	4.1.1: More relevant rural development strategies, plans and programmes adopted and implemented in Ajara AR 4.1.2: Improved governance and coordination mechanisms for rural development 4.2.1: Targeted interventions delivered in the 2 rural development areas supported by ENPARD for improved rural economic diversification, employment and services 4.2.2: Best practice models and innovative practices are shared across the target areas 4.3.1: Targeted interventions delivered in the 2 rural development areas supported by ENPARD for the environment, the protection and sustainable management of natural resources and climate action

III. RESULTS AND PARTNERSHIPS

3.1. EXPECTED RESULTS

The project is complementary to the "FAO support to Georgian agricultural sector under ENPARD III", which will deliver agricultural services to the rural population in the same target areas.

The project includes the following **intermediate results and activities** under each of the following outputs:

1. Improved governance for effective implementation of the RDS, RDAP and related programmes
2. Improved rural economic diversification, employment and services
3. Improved environment, sustainable management of natural resources and climate action
4. Improved governance for effective implementation of RDS, RDAP and related programmes in Ajara AR, and improved economic diversification, environment, natural resources and climate action in the region

For outputs 1 and 4, the intermediate results and activities related to institutional support to policies, improved governance and coordination systems will complement and extend in time ongoing activities under the project "Support to Rural Development in Georgia" implemented by UNDP under ENPARD II until 2018. The multi-year work plan under section VI already reflects the time schedule for each activity.

The project has defined an appropriate **Results Framework (RF)**, as contained in section IV, and a **monitoring and evaluation system**, as contained in section V. Both will ensure the appropriate delivery of targeted outputs to achieve the expected outcome and impact of the project, as reflected in the LFM, which includes relevant indicators, baselines and sources of verification. The project will ensure evidence-based data collection, analysis and reporting on the basis of the LFM in order to ascertain progress and achievements on a regular basis, and to inform further review processes upon completion.

Output 1. Improved governance for effective implementation of the RDS, RDAP and related programmes

It is recognized that many rural areas of Georgia could develop their local potential much further beyond agriculture, given the opportunities offered by their unique natural landscape, culture and traditions. In this respect, the European experience of support to rural areas, and the emphasis placed on bottom-up participatory processes, should assist the process of rural development in Georgia.

Across Europe, the support to rural development over the last decades has helped strengthen the ownership of local development processes, improving capacities and providing local actors with resources and incentives to access better rural services and jobs in a variety of activities related to agriculture, eco-tourism and other rural businesses. However, it is widely acknowledged that supporting bottom up development in rural areas require investment in building capacity across several levels including government institutions, organised civil society, the private sector and the rural communities that will be the ultimate direct beneficiaries of the support.

The rural development approach recognizes that each territory has its own unique features, and that communities and local authorities need capacities and resources to implement their local strategies for development. This approach has helped large portions of the rural population across the EU to improve infrastructure, services and living conditions.

Under ENPARD II, the EU agreed with the government the provision of package of support leading to the adoption of RDS nation-wide and for Ajara in 2016. Further, the establishment of the IACC and specific support to the RDPU of the MoEPA and the Ajara MoA represented a first step in the process of integrating the various sectoral priorities that need to be reflected in a sustainable rural policy whose implementation should be guided by the principles of territorial approach to local development.

After adoption of the strategies for 2017 – 2020, the project will continue to provide support to their implementation on the basis of the above principles, as well as for preparation of the new RDS 2021 – 2024. For both, the project will focus on improving governance and management systems for more efficient, effective and sustainable implementation of rural development programmes over the coming years.

As part of the integration process, the project will promote a more efficient integration and rationalisation of the various public and donor funded programmes related to rural development through proper mapping and the use of territorial and multi-sectoral approaches. The focus will be on enhancing access to evidence-base information for improved decision-making, and to achieving a more active and meaningful coordination and exchange of information between central, regional and local authorities, including active participation of civil society and the private sector.

The **intermediate results and activities** for this output are:

1.1: More relevant rural development strategies, plans and programmes adopted and implemented

1.2: Improved governance and coordination mechanisms for rural development

Intermediate result 1.1: More relevant rural development strategies, plans and programmes adopted and implemented

1.1.1: An in-depth analysis of the gaps in evidence carried out to inform annual RDAP reviews and the drafting of future RDAP and the Rural Development Strategy (2021 – 2024)

The baseline assessment that underpinned the national and Ajara regional RDS for 2017–2020 made it apparent that gaps exist in the evidence base, particularly at the regional and municipal level. This activity will deliver a more robust evidence base to enable higher quality of the annual reviews of the RDS 2017-2020 and the production of the RDS 2021 – 2024 on the basis of improved access to evidence-based information and statistical data for analysis and decision-making purposes.

1.1.2: Establishment of a unified Monitoring and Evaluation (M&E) framework for the RDAP 2018 – 2020 and the RDAP 2021-2024

As foreseen in the RDS 2017-2020, a common monitoring and evaluation system needs to be elaborated to ensure a common approach and the evaluation of the results of activities implemented under the particular policy directions that are important for the efficiency of the planned activities. On this basis, the RDS expects that the agreed upon indicators, reflecting the baseline situation, the situation related to the implementation of activities under the RDAP, their immediate results and final goals, will be used for the common monitoring and evaluation system.

For this purpose, the project will assist the RDPU under the MoEPA, in coordination with relevant IACC ministers and the Ajara RDC, in setting-up a robust and unified M&E framework for the RDAP 2018 – 2020 and RDAP 2021-2024 including for Ajara region. The support includes the design of a relevant and realistic logical framework, and the assistance to put the M&E system in place in order to ascertain progress and achievements during the implementation of the strategies and plans.

The project will support the establishment and the maintenance of the M&E system as required, including trainings and other incentives, equipment and other complementary support such as research, baselines, needs assessments, results snapshots, lessons learned initiatives, study tours, field and exchange visits, ad hoc evaluations, etc.

1.1.3: Enhancing availability of evidence-based data and mapping information about rural development at central, regional and municipal level

Under this activity, the project will continue to work with GeoStat to improve capabilities to enhance the availability of evidence-based data and mapping information about rural development at central, regional and municipal level, including statistical systems and maps.

This activity will inform the feasibility of establishing a Geographic Information System (GIS) for rural development in Georgia, including Ajara AR. A fully functioning GIS would enable users to create interactive queries (user created searches), analyse spatial information, edit data in maps, and present the results of all these operations. It would also allow for more effective targeting of publicly funded interventions and enable the concept of focus areas to be developed (areas where due to a multitude of indicators warrants special attention).

1.1.4: Collection of evidence, good practices and lessons learned on LAG experience

ENPARD is supporting pilot projects following the LEADER approach to demonstrate how community led local development (CLLD) can lead to local socio-economic development in 8 municipalities of rural Georgia,

including Ajara AR. Outcomes to date have been encouraging with strong participation at local level in the form of LAGs, delivering local strategies based on which nearly 300 new rural jobs have been created in various sectors, apart from the social and economic benefits provided at community level.

After finalisation of the 1st phase, the project will provide specific support in order to understand the concrete success factors that make LAGs work efficiently and effectively in rural Georgia, so as to incorporate this learning as part of the process of establishing better governance mechanisms for rural development nation-wide and in Ajara.

The project will interact closely with implementing NGOs, LAGs, municipalities and beneficiary communities in order to understand how and to which extent their functions have helped deliver sustainable rural solutions. In addition, the project will undertake periodic reviews with LAG members in order to identify and document best practices, and will share this learning with national, regional and local authorities, to analyse how relevant functions by LAGs could be incorporated as part of the existing local governance mechanisms in an effective and sustainable way.

1.1.5: Commissioning new research to inform annual RDAP reviews and the drafting of future plans

The information generated with support from activities 1.1.1 to 1.1.4 above should provide a comprehensive reference to inform periodic reviews of ongoing RDAP, as well as the drafting of future RDAP for 2021-2024 nation-wide and for Ajara AR. In addition and as required, complementary research should be identified and supported for this purpose, including for the completion of baseline and databases and subsequent analyses as required ensuring high quality of the annual reviews of existing RDAP 2018-2020 as well as for the drafting of the RDS for 2021 – 2024.

1.1.6: Supporting government to undertake annual reviews of existing RDAP until 2020, and develop new RDS and RDAP for the period 2021 – 2024

On the basis of the support provided under activities 1.1.1 to 1.1.5 above, the project will assist the government, including Ajara, to collect, analyse and discuss relevant data about the performance of the implementation of the RDAP in order to adopt relevant annual reviews of the RDAP for more relevant, efficient, effective and sustainable implementation of support programmes.

Using the same approach, the project will assist the national and Ajara AR governments to design and adopt new strategies and plans for the period 2021 – 2024.

As a complement, activities described under Intermediate result 1.2 will support government to define and implement better governance and coordination mechanisms for rural development, which should be considered during the annual reviews of RDAP, as well as during preparations of future strategies and plans.

Intermediate result 1.2: Improved governance and coordination mechanisms for rural development

1.2.1: Supporting government to improve integration of governance and coordination systems for rural development

UNDP support measures under ENPARD II have been largely focused on promoting a stronger institutional engagement through awareness and knowledge rising on rural development to the RDPU of the MoEPA, the IACC and the RDC of Ajara, leading to the adoption of existing RDS and related RDAP 2017-2020. This is expected to continue under this project, complemented with a new focus on assisting government to gradually introduce more relevant governance and coordination mechanisms in order to achieve a higher impact in the support to the rural population, including nation-wide and for Ajara AR.

For the coming years, the establishment of a more integrated rural development governance system should help improve the government functions in relation to policy planning, formulation, implementation, monitoring and evaluation of rural development strategies, plans and programmes, considering the high number of responsible ministries under the IACC and the still limited role municipalities play in decision-making on rural development priorities. On the other hand, there are relevant management models in EU countries which have helped improve the delivery of rural services to the population that could be adapted to the Georgian reality.

In addition, the establishment of active coordination mechanisms dedicated to rural development at national, regional and local levels should help government adopt more integrated planning processes including public, private and donor funded support programmes, enhancing synergies and complementarity among them.

For all the above, the project will facilitate access to relevant knowledge and experience sharing on modern rural development approaches, and will assist the RDPU of the MoEPA, the IACC and the RDAC of Ajara AR to identify and analyse the best possible models that could help improve rural development governance and coordination in Georgia, including through case studies study tours and other methods, as required. Issues for discussion should be focused on best practical arrangements that could facilitate the integration and optimisation of managerial, administrative and service delivery functions by government, and best available options to achieve higher cost-efficiency and impact on rural income and employment, including through the use of integrated territorial approaches in Georgia, as promoted at municipal level through the ENPARD pilot projects.

UNDP will work closely with IACC to identify areas where capacity requires further investment to deliver evidence based policies and effective programmes. The support measures will be primarily focused on four core issues as the drivers of change in capacity: leadership, institutional arrangements, knowledge and accountability. As part of technical capacity building support, the project will cover relevant topics related to rural development outside agriculture sector, including rural economic diversification, job creation, innovation and entrepreneurship, environmental protection, sustainable management of natural resources and climate change. In addition, specific activities will cover the appropriate mainstreaming of gender, youth and other groups' needs and considerations.

1.2.2: Supporting organised civil society, private sector and rural communities for more active engagement and participation in rural development.

So far, the engagement and participation of civil society, private sector and rural communities has been promoted through partners implementing the pilot projects under ENPARD through the creation of LAGs and the development of, and support to local strategies.

In terms of institutional engagement, the project will support the coordination of concerned LAGs and civil society representatives with the government at central, regional and local levels, including for Ajara. This will help improve the functions that civil society needs to play as part of the improved governance and coordination systems for rural development supported under activity 1.2.1, and to ensure their effective integration into these systems.

In view of the direct involvement in the delivery of rural services at local level, the project will provide complementary support to ensure the active engagement and participation in decision-making by LAGs, civil society, private sector and rural communities with regards to the selection and support of priority activities that should be implemented at municipal level, ensuring synergies and complementarity with the support provided by the pilot projects. To this end, the project will liaise with the pilot projects to define the scope of complementary support needed in order to promote more active awareness, leadership and participation of the population in local development at the level of planning, implementation and monitoring of support actions.

The project will provide technical capacity support to organized civil society groups on relevant topics related to rural development outside agriculture sector, including improvement of skills and knowledge on rural economic diversification, job creation, innovation and entrepreneurship, environmental protection, sustainable management of natural resources and climate change. In addition, specific awareness activities will cover the appropriate mainstreaming of gender, youth and other special groups' needs and considerations.

As part of the above, the project will provide dedicated capacity support to women, the youth and other special groups including IDPs, people with disabilities, ethnic minorities and others, creating concrete opportunities for these groups to access the rural services offered by the project, and more generally to ensure their greater involvement in social, economic, cultural and political life of their respective communities, creating additional opportunities for improved living conditions.

Finally, the project will support the coordination of concerned LAGs and civil society representatives with the government at central, regional and local levels in order to achieve an effective integration of the functions that civil society will need to play as part of the improved governance and coordination systems for rural development supported under activity 1.2.1.

1.2.3: Supporting regional authorities and municipalities for more active engagement and participation in rural development

Using the same principles for institutional support under activity 1.2.1, the project, will assist regional and municipal authorities, including for Ajara AR, to take active part in the discussions leading to the establishment of more relevant governance and coordination mechanisms in order to achieve a higher impact in the support to the rural population. This is very important considering the still limited role municipalities play in decision-making on rural development priorities in Georgia.

The project will facilitate access to relevant knowledge and experience sharing on modern rural development approaches, and will assist the regional and local authorities to identify and analyse the best possible models that could help improve governance and coordination mechanisms for rural development in Georgia, on the basis of successful and replicable EU models, including through case studies, study tours and other methods, as required.

As part of the technical capacity building activities, the project will liaise with the pilot projects in order to identify priorities outside the scope of the support they are providing to local authorities as part of the LAGs. The project should support improved knowledge and skills on relevant topics related to rural development outside agriculture sector, including rural economic diversification, job creation, innovation and entrepreneurship, environmental protection, sustainable management of natural resources and climate change. In addition, specific awareness activities will cover the appropriate mainstreaming of gender, youth and other special groups' needs and considerations.

As part of institutional capacity support and in complementarity with the pilot projects, the project will support the improvement of managerial and administrative skills of regional and municipal authorities, in particular in areas under their direct competence or influence which are prioritised as part of the service delivery support by the project. The focus should be on individual capacities namely strengthening individual experience, knowledge, technical skills and competence, but more largely on organizational capacities, including developing institutional systems and procedures, rules of the workplace and the organizational framework for civil servants to improve delivery of related services.

1.2.4: Creating the conditions for an effective learning network on rural development in Georgia

With support from ENPARD II, UNDP is assisting the establishment of a Rural Development Network (RDN) in Georgia, including Ajara AR, conceived as an online free platform for the promotion of effective cooperation, information exchange and support among institutions, organisations and individuals. In particular, the RDN should act as a platform for the free expression of needs, voices and interests of the civil society, including women, the youth and other special groups, and the promotion of active and constructive dialogue between government and the civil society.

Under this activity, the project will continue to support the RDN as a strengthened, recognised and utilised learning network and information source based on best practice, case study materials and others. The project will ensure wider dissemination of the RDN among relevant stakeholders and the wider society, and to promote a more active and dynamic knowledge and experience-sharing on best practices for rural development within Georgia, the South Caucasus region, the ENPARD countries, the European Commission and the EU member states through enhancing social networking around the development of high quality case studies and other materials portraying the benefits of rural development in Georgia.

The project will also define and implement a credible plan for sustainability of the RDN after end of implementation through widely participatory discussion amongst active supporters and users.

Output 2. Improved rural economic diversification, employment and services

Please refer to Annex 1 presenting the list of activities for rural service delivery support under this output, which will be reviewed and updated after the assessment and development phases of the project under activities 2.1.1 and 2.1.2 are concluded towards the end of year 1 of the implementation.

In the environment of complex sets of challenges facing rural Georgia, improvement of economic diversification have the potential to benefit poor and vulnerable rural people using an integrated approach, drawing on lessons learnt

from previous experiences particularly where the emphasis has been on assisting rural women, the youth and other special groups including IDPs, people with disabilities, ethnic minorities and others.

In Georgia, there is a clear rural-urban divide related to economic opportunities and the coverage of public and private service provision, both becoming more critical in remote areas and for particularly vulnerable groups such as IDPs, ethnic minorities, people with disabilities, women and the youth. 43% of the population lives in rural areas, where poverty is 26.5% as opposed to 14.5% in urban areas.

Rural poverty in Georgia is related to poor agriculture practices, lack of non-agricultural employment opportunities, isolation, insufficient skills, capabilities and assets as well as unsustainable exploitation of natural resources such as forests and pasturelands, all affected by worsening climatic conditions. Beside the limited economic opportunities in rural areas, the skills mismatch on the labour market is treated as one of the major impediments for rural development.

As part of this output, the project will identify the core needs and priorities to be addressed in target rural areas of Lagodekhi, Dedoplistskaro, Tetrtskaro, Borjomi, Akhalkalaki, Kazbegi, Keda and Khulo municipalities through the direct delivery of rural services to the population in the most efficient and effective way in order to improve rural employment and living conditions.

The **intermediate results** for this output are:

2.1: Targeted interventions delivered in the 6 rural development areas supported by ENPARD for improved rural economic diversification, employment and services

2.2: Best practice models and innovative practices are shared across the target areas

Intermediate result 2.1: Targeted interventions delivered in the 6 rural development areas supported by ENPARD for improved rural economic diversification, employment and services

In close cooperation with existing LAGs, representatives of local communities, national, regional and local authorities and other concerned stakeholders, the project will identify the most relevant activities for the provision of direct rural support services to the population of the 6 municipalities supported by the ENPARD pilot projects: Lagodekhi, Dedoplistskaro, Tetrtskaro, Borjomi, Akhalkalaki and Kazbegi municipalities.

To do so, on the basis of existing national, regional and local development strategic documents and reports, and in close coordination with the ENPARD pilot project and other support initiatives at local level, the project will carry out wide-scale assessments and consultations in order to identify a number of selected activities targeting improved rural economic diversification, employment and services. The support should add value and/or complement existing support already provided by EU pilot projects and others, in terms of:

- actions facilitating expansion of coverage by relevant public programmes and other initiatives into rural areas, with emphasis on targeted improvements on rural infrastructure, social and economic services in order to promote job creation based on the diversification of opportunities;
- actions enabling the application of the territorial approach to local development (jointly addressing needs in various sectors for enhanced complementarity and added-value);
- actions targeting community objectives and the needs from special groups including women, youth, IDPs, people with disabilities, ethnic minorities and others, as opposed to actions supporting individuals or households, which are already targeted by existing EU pilot projects.

When relevant to identified needs and priorities, the project will extend the delivery of services to other municipalities other than the 6 pilot areas supported by ENPARD municipalities, under any of the following criteria:

- supporting the provision of targeted rural services by single administrative units or single private sector providers for which competences and/or operations cover territories beyond the municipal boundaries of the 6 pilot areas supported by ENPARD, be it public or private units (such as in the case of Protected Area Administrations, or VET service providers);
- supporting the provision of targeted rural services requiring the participation of other municipalities as envisaged on relevant legislation or in other formal agreements, or when such participation proves to

provide tangible positive effects to any of the 6 pilot areas supported by ENPARD (such as in the case of inter-municipal services for waste collection and transport, or joint tourism plan agreements)

For the above, identified proposals for support should be prepared per each of the eight geographic areas (municipalities) covering each relevant sub-sector under rural development, and submitted by the project for approval by the project Steering committee (see section VII for details) after finalisation of the assessment and development phases, in agreement with existing LAGs, including municipalities.

The management structure of the project will ensure that consultative processes at local level and among the project's stakeholders will incorporate the qualitative and quantitative presence of women, youth and other groups including IDPs, people with disabilities, ethnic minorities and others, in order to support for a stronger rural advocacy.

Also, the project will, to the maximum extent possible, use the already established networks, including by target groups, and will further invest in strengthened networking at all levels, as crucial means of empowering rural stakeholders and in particular women, youth and other groups to provide feedback for shaping of the support interventions.

When the selection of final beneficiaries of rural service delivery involve the launching of calls for proposals, the structure for management and approval of these applications and management of documentation will have three working levels to ensure transparency of the process and an objective management of applications:

- The UNDP Project management team, assisted by the UNDP Project Assurance team, that will be in charge of the overall management, evaluation and monitoring of the delivery of related services and supporting actions, and will provide general support, training and quality assurance to the decision-making process.
- If existing, implementing partners contracted by UNDP and/or agreed implementing partners to implement some activities of the application process (awareness raising, outreach, support in the preparation of application documentation, technical proposals and business plans, screening and review of applications, and submission of recommended financial support for final screening by the Application Review Committee of the project).
- An Application Review Committee (ARC) that will be in charge of the final screening of applications and final award. The ARC will be composed of the relevant line Ministry, the EUD, UNDP and other relevant partners as observers or advisors, invited on case by case basis.

To ensure the smooth operation of calls for proposals, the project will assist in clearly defining responsibilities and developing Standard Operating Procedures (SOPs), such as workflows, technical support manuals, application administration protocols and application review procedures.

Just as important, the appropriate handling and storage of information will be crucial to allow for a transparent process, with records been kept to back any decision taken during the process, and that could be referred to in case of disputes or complaints raised by any of the actors.

If applicable, the design of the calls for proposals including the application management structure and contracting arrangements with implementing partners will be completed as part of the assessment and development stages of the project. In order to increase sustainability, participation of ministries and their implementing agencies and other instances of government as implementing partners will be prioritized, with a focus on enhancing complementarity of public support programmes, allowing for blending of funds to provide more sustainable financing options to the beneficiary communities.

2.1.1: Assessment of the priorities for economic diversification and respective programmes in target municipalities

In the **assessment stage**, for each of the targeted rural municipalities the project will conduct wide-scale assessments in order to identify key players and processes on rural development, their respective roles and responsibilities, and other technical assessments in order to identify key priority issues to be addressed.

The key stakeholders to be engaged in the assessment phase include among others the RDPU of the MoEPA, Ajara MoA, relevant line ministries under the IACC and Ajara RDC, representatives from the complementary FAO project, from EU pilot projects and other implementing partners in the target areas. At local level, the assessment should involve representatives from municipal authorities and all rural communities, including

existing CSOs, LAGs and the local population, making sure there is an active involvement of women, youth and other special groups including IDPs, people with disabilities, ethnic minorities and others.

The project will prepare relevant **municipal assessment reports** for each target municipality summarising the context, main findings and recommendations on existing needs and problems, and how to further improve availability and accessibility of the development-oriented public, private and donor-supported programmes to rural communities. Reports should present in detail the identified priorities for rural service delivery by the project organised by sub-sectors and components of support, including summary of costed activities, timelines and implementing modalities.

In terms of rationale, the reports should explain how the proposed actions and implementing modalities are expected to achieve the most relevant, efficient, effective and sustainable impact on improved employment and living conditions. They should also reflect relevance of selected actions and implementing arrangements to the expressed local needs and the priorities as reflected in existing local, regional and national strategies and plans, including added-value elements, synergies and complementarity with existing public, private and donor support programmes and projects.

All assessment reports should include a detailed mapping of rural development needs and priorities at municipal level, identified by sub-sector, and the mapping of existing support programmes and projects as a basis for analysing synergies, complementarities, gaps and overlapping. A separate analysis on the context related to women, youth and other special groups such as IDPs, people with disabilities, ethnic and other minorities should also be provided, including main challenges and specific action plans for these groups.

During the assessment phase, the project should analyse the most feasible implementation mechanisms for each of the identified priority actions, with a preference for the use of state programmes in search for greater sustainability. However, in cases such approach is proved not adequate, as justified during the assessments, the project will propose alternative ways of implementation, including through direct delivery of services by UNDP and/or selected implementing partners.

After internal validation and consultation with concerned stakeholders, the project should submit the municipal assessments reports to the project Steering committee for review and approval.

In addition, the project will conduct annual reviews of all municipal assessments in order to remain up-to-date with the information provided and responsive to the evolving needs and requirements, updating the activity work plan of the project if necessary.

2.1.2: Development of specific priorities and delivery mechanisms to support economic diversification measures in the target municipalities

On the basis of the approved municipal assessment reports under activity 2.1.1, the project will design and finalise the individual **municipal proposals** for delivery of specific rural services in each target municipality and identified sub-sectors of intervention. Each of these proposals should include a description of the specific context both geographical and by sub-sector, problem analysis and rationale of the support, detailed map of geographical and beneficiary targets, specific results frameworks, baselines, work plans and estimated budgets, and detailed implementation arrangements. Information should also include justification aspects including compliance with existing strategies, plans and programmes relevance to existing needs, added value in terms of gap-filling, complementarity and integration with other priorities and projects, and other qualitative aspects.

After close consultation with all relevant stakeholders as mentioned in 2.1.1, the proposals for each municipality should be finalised and submitted for approval by the project Steering committee, in agreement with existing LAGs, concerned ministries and municipalities.

Finally, designing intensive communication and awareness raising campaigns with regards to the available support measures and instruments, as well as visibility of EU contribution therein, will be an important part of this activity. The campaigns will target rural communities, with a special emphasis on women, youth and other groups including IDPs, people with disabilities, ethnic minorities and others.

2.1.3: Support to implementation and monitoring of priority measures across selected areas in the target municipalities

After approval by the project Steering committee, the project will liaise with the respective partners for the finalisation of municipal proposals, establishing the required procedures for contracting/financing and reporting, in compliance with conditions of the EU/UNDP agreement and UNDP rules and regulations, in order to allow the start of implementation as foreseen. In case UNDP is implementing sub-projects directly, with or without partners, the same requirements should apply when it comes to reporting.

As envisaged under intermediate results 1.1 and 1.2 above, the project will ensure that all the approved municipal proposals are implemented and monitored in compliance with existing rural development strategies, plans and programmes, and that all implementing partners of these initiatives are actively engaged in the established governance and coordination mechanisms for rural development at local, regional and national levels, in order to ensure an efficient and effective implementation.

In addition, the project will ensure that all implementing partners of the concrete initiatives provide quarterly progress reports and annual implementation reports, including collection and analysis of data for all indicators under their respective results frameworks, and submit the information in accordance with the Monitoring and Evaluation (M&E) framework for the RDS. In addition, they should also submit other relevant reports and information related to their activities such as baselines, technical assessments, analyses of good practices and lessons learned on LAG experience.

Intermediate result 2.2: Best practice models and innovative practices disseminated and shared across Georgia

2.2.1: Research into best practice models and innovative approaches for successful rural development undertaken and results disseminated and published as guidance material

This activity will be implemented at national level, including Ajara AR, and will cover most relevant aspects related to rural development (rural economic diversification, employment and services, improved environment, sustainable management of natural resources and climate action)

Under the remit of its RDN support activity 1.2.4, the project will source, share and make public information available on ENPARD III programme delivery performance in agriculture, rural economic diversification, and sustainable management of natural resources/climate action sub-sectors, in particular, the project will ensure appropriate dissemination of the direct positive impact the programme has achieved for improved employment and living conditions, as part of the communication plan detailed in Annex 6.

The project will also facilitate knowledge-transfer across the country and beyond on the basis of validated research and demonstrated approaches, as to how sustainable rural development outcomes can be delivered and the importance of vision, skills, incentives, resources and planning toward securing the necessary changes in behaviours and practices.

The project will also facilitate annual rural development conferences seeking international participation, for sharing of experiences, presentation of programme progress and outcomes, and exchanging on latest updates on the rural development agenda in Georgia and abroad. Sponsorships will be sought to deliver a collaborative event involving private and public-sector networking opportunities across supply chains. Conferences will secure high level participants from governments, universities, rural development policy and research institutions, civil society organisations and private sector from Georgia and abroad.

Output 3. Improved environment, sustainable management of natural resources and climate action

Please refer to Annex 1 presenting the list of activities for rural service delivery support under this output, which will be reviewed and updated after the assessment and development phases of the project are concluded at the end of year 1 of the implementation.

Under the Law on the Environment of Georgia the environment protection policies are guided by the National Environment Action Programme. The forest sector is significant, considering that it covers 40% of the territory and provides direct benefits and resources to the population.

A National Forest Concept approved by Parliament in 2014 will lead to the adoption of a Forest Code to help regulate forests more efficiently under sustainable management practices. The Law on Protected Areas guides the mandate of a dedicated Agency for the sustainable management of the protected network covering 7.5% of Georgia territory.

Also relevant is the development of the waste sector, which is regulated by MENRP through the Waste Management Code, Strategy 2016-2030 and Action Plan 2016-2030 for improved coverage and adoption of sustainable practices.

The RDS (2017 – 2020) highlighted a number of environmental issues that represent obstacles to sustainable rural development, including:

- Ineffectiveness of protected areas
- Significant extent of threatened species and genetic resources under threat as a result of continued irreversible biodiversity loss
- Unsustainable use of natural resources
- Continued degradation of forest resources and upland pastures
- Contamination of surface waters from fertilisers and other agrochemicals
- Presence of spontaneous household waste, and
- Impacts from climate-induced natural hazards

As part of this output, the project will identify core needs and priorities to be addressed in target rural areas of Borjomi, Kazbegi, Lagodekhi Akhalkalaki, Dedoplistskaro and Tetrtskaro municipalities, and will provide the means to improve the delivery of related services in the most efficient and effective way in order to improve the sustainable management of natural resources and climate action for better living conditions in targeted areas.

Therefore, the respective **intermediate results** for this output are:

3.1: Targeted interventions delivered in the 6 rural development areas supported by ENPARD for the environment, the protection and sustainable management of natural resources and climate action

3.2: Promotion and public awareness campaigns on sustainable management of natural resources, disaster risk management and use of renewable and alternative sources of energy

Intermediate result 3.1: Targeted interventions delivered in the 6 rural development areas supported by ENPARD for the protection and sustainable management of natural resources, and climate action

Please refer to the initial section of Intermediate result 2.1 concerning the approach, criteria and methodology to be applied by the project for the identification and support to the delivery of rural services, which is fully applicable to this Intermediate result for rural services related to the protection and sustainable management of natural resources, and climate action in the same target areas.

3.1.1: Assessment of the priorities for sustainable management of natural resources and climate action and respective programmes in target municipalities

Please refer to the content of activity 2.1.1 under Output 2, which is fully applicable to this activity for services related to the protection and sustainable management of natural resources, and climate action.

3.1.2: Development of specific priorities and delivery mechanisms to support sustainable management of natural resources and climate action in the target municipalities

Please refer to the content of activity 2.1.2 under Output 2, which is fully applicable to this activity for services related to the protection and sustainable management of natural resources, and climate action as identified and agreed under activity 3.1.1.

3.1.3: Support to implementation and monitoring of priority measures across selected areas in the target municipalities

Please refer to the content of activity 2.1.3 under Output 2, which is fully applicable to this activity for services related to the protection and sustainable management of natural resources, and climate action as identified and agreed under activities 3.1.1 and 3.1.2.

Intermediate result 3.2: Promotion and public awareness campaigns on sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy

3.2.1: Implementation of dedicated awareness campaigns on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy

Under this activity, the project will help develop and implement dedicated campaigns across the target municipalities to raise awareness, disseminate information and encourage participation and active contribution on selected specific topics for improved protection and sustainable management of natural resources, and for climate change mitigation and adaptation support.

EU visibility and contribution to the activity will be duly appreciated. Campaigns will target local authorities, private sector and civil society, with emphasis on land owners/managers, schools/children, women, youth and other special groups including IDPs, people with disabilities, ethnic minorities and others. The content of these campaigns will be aligned to the specific needs and priorities identified as part of activities 3.1.1 and 3.1.2.

The project will also undertake an evaluation of the efficacy of the awareness campaigns via surveys in order to determine the level of change in attitudes and behaviours in order to provide feedback for the modification of methodologies or content of the awareness campaigns in subsequent phases.

Output 4. Improved rural development governance and economic diversification, environment, natural resources and climate action in Ajara autonomous region

Please refer to Annex 1 presenting the list of activities for rural service delivery support under this output, which will be reviewed and updated after the assessment and development phases of the project are concluded at the end of year 1 of the implementation.

The project will have a separate component for Ajara to ensure complementarity with national approaches and at the same time to respond to the specific requirements established under its regional RDS and RDAP. The rationale for a separate Ajara component recognises the current political climate in the region with dynamic institutions, reasonable fiscal and political autonomy and a proactive leadership dedicated to the successful development of rural development in the region.

Ajara AR has been used in the recent past to test and pilot ENPARD objectives, notably in agricultural extension and supply chain development. The region allows for a relatively rapid assessment of implementation models, and differing project approaches due to the compact and small nature of the territory, presenting options and setting the case for other regions of the country. The existence of 46 community groups – so called AMAGs (a Georgian abbreviation for Local Union of Active Citizens) in Ajara provides an opportunity to test new endogenous instruments for participatory approaches.

Under ENPARD II, the support provided for the creation and functioning of the RDC represent important steps in integrating the various interests that need to be reflected in a sustainable rural policy for the region. With this support Ajara AR developed the first RDS in Georgia and it will be important to build on this experience and further invest in the improvement of knowledge and skills to ensure that future policy making, programming and implementing cycles are based on best practice standards. ENPARD III will continue to invest in the RDC to ensure it has the tools to enable it to perform effectively and develop policy and strategy that will support Ajara over the coming decade.

As part of this output, the project will identify core needs and priorities to be addressed in target rural areas of Keda and Khulo municipalities, and will provide the means to improve the delivery of related services in the most efficient and effective way to improve the sustainable management of natural resources and climate action for better living conditions in targeted areas.

Therefore, the respective **Intermediate results** for this output are:

4.1: Improved governance for effective implementation of the RDS, RDAP and related programmes in Ajara AR

4.2: Improved rural economic diversification, employment and services in Ajara AR

4.3: Improved environment, sustainable management of natural resources and climate action in Ajara AR

Intermediate result 4.1: Improved governance for effective implementation of the RDS, RDAP and related programmes in Ajara AR

4.1.1: More relevant rural development strategies, plans and programmes adopted and implemented in Ajara AR

4.1.1.1: An in-depth analysis of the gaps in evidence carried out to inform annual RDAP reviews and the drafting of future RDAP/RDS for Ajara AR

Please refer to the content of activity 1.1.1 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.1.2: Contribution by the Ajara AR RDAP 2018 – 2020 and the RDAP 2021-2024 to the unified Monitoring and Evaluation (M&E) framework

Please refer to the content of activity 1.1.2 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.1.3: Enhancing availability of evidence-based data and mapping information about rural development at regional and municipal level in Ajara AR

Please refer to the content of activity 1.1.3 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.1.4: Collection of evidence, good practices and lessons learned on LAG experience in Ajara AR

Please refer to the content of activity 1.1.4 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.1.5: Commissioning new research to inform annual reviews of the RDAP for Ajara AR and the drafting of future plans

Please refer to the content of activity 1.1.5 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.1.6: Supporting Ajara AR regional government to undertake annual reviews of existing RDAP until 2020, and design new RDS and RDAP for the period 2021 – 2024

Please refer to the content of activity 1.1.6 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.2: Improved governance and coordination mechanisms for rural development

4.1.2.1: Supporting Ajara AR regional government to improve integration of governance and coordination systems for rural development

Please refer to the content of activity 1.2.1 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.2.2: Supporting organised civil society, private sector and rural communities in Ajara AR for more active engagement and participation in rural development

Please refer to the content of activity 1.2.2 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.2.3: Supporting Ajara AR regional authorities and municipalities for more active engagement and participation in rural development

Please refer to the content of activity 1.2.3 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

4.1.2.4: Creating the conditions for an effective learning network on rural development in Ajara AR

Please refer to the content of activity 1.2.4 under Output 1, which is fully applicable to Ajara AR under this sub-activity.

Intermediate result 4.2: Improved rural economic diversification, employment and services in Ajara AR

Please refer to the initial section of Intermediate result 2.1 concerning the approach, criteria and methodology to be applied by the project for the identification and support to the delivery of rural services, which is fully applicable to this Intermediate result for services related to improved rural economic diversification, employment and services in the target areas of Ajara AR supported by the ENPARD pilot projects: Keda and Khulo municipalities.

4.2.1: Targeted interventions delivered in the 2 rural development areas supported by ENPARD for improved rural economic diversification, employment and services

4.2.1.1: Assessment of the priorities for economic diversification and respective programmes in target municipalities of Ajara AR

Please refer to the content of activity 2.1.1 under Output 2, which is fully applicable to this sub-activity for services related to improved rural economic diversification, employment and services.

4.2.1.2: Development of specific priorities and delivery mechanisms to support economic diversification measures in the target municipalities of Ajara AR

Please refer to the content of activity 2.1.2 under Output 2, which is fully applicable to this sub-activity for services related to improved rural economic diversification, employment and services as identified and agreed under activity 4.2.1.1.

4.2.1.3: Support to implementation and monitoring of priority measures across selected areas in the target municipalities of Ajara AR

Please refer to the content of activity 2.1.3 under Output 2, which is fully applicable to this sub-activity for services related to improved rural economic diversification, employment and services as identified and agreed under activities 4.2.1.1 and 4.2.1.2.

4.2.2: Best practice models and innovative practices are shared across the target areas

4.2.2.1: Research into best practice models and innovative approaches in Ajara AR for successful rural development undertaken and results disseminated and published as guidance material

Please refer to the content of activity 2.2.1 under Output 2, which is fully applicable to Ajara AR under this sub-activity

Intermediate result 4.3: Improved environment, sustainable management of natural resources and climate action in Ajara AR

Please refer to the initial section of Intermediate result 2.1 concerning the approach, criteria and methodology to be applied by the project for the identification and support to the delivery of rural services, which is fully applicable to this Intermediate result for services related to the protection and sustainable management of natural resources, and climate action in the target areas of Ajara AR supported by the ENPARD pilot projects: Keda and Khulo municipalities.

4.3.1: Targeted interventions delivered in the 6 rural development areas supported by ENPARD for the environment, the protection and sustainable management of natural resources and climate action

4.3.1.1: Assessment of the priorities for sustainable management of natural resources and climate action and respective programmes in target municipalities of Ajara AR

Please refer to the content of activity 2.1.1 under Output 2, which is fully applicable to this sub-activity for services related to the protection and sustainable management of natural resources, and climate action.

4.3.1.2: Development of specific priorities and delivery mechanisms to support sustainable management of natural resources and climate action in the target municipalities of Ajara AR

Please refer to the content of activity 2.1.2 under Output 2, which is fully applicable to this sub-activity for services related to the protection and sustainable management of natural resources, and climate action as identified and agreed under activity 4.3.1.1.

4.3.1.3: Support to implementation and monitoring of priority measures across selected areas in the target municipalities of Ajara AR

Please refer to the content of activity 2.1.3 under Output 2, which is fully applicable to this sub-activity for services related to the protection and sustainable management of natural resources, and climate action as identified and agreed under activities 4.3.1.1 and 4.3.1.2.

4.3.1.4: Promotion and public awareness campaigns on sustainable management of natural resources, disaster risk management and use of renewable and alternative sources of energy in Ajara AR

Please refer to the content of activity 3.2.1 under Output 2, which is fully applicable to this sub-activity

3.2. RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS

The detailed budget of the project is provided in a separate annex.

The total required funding for activities proposed under this project amounts to EUR 10,000,000 of EU cost-sharing plus EUR 83,200 contribution from the government of Ajara AR).

Calculations for each output reflect the use of all key inputs such as core staff, international and local technical expertise, offices in Tbilisi and Batumi, equipment, goods and services, as well as works (within project components), travel costs, and building partnerships with various stakeholders both in Georgia and abroad.

The costs related to implementation of “Output 1. Improved governance for effective implementation of the RDS, RDAP and related programmes” and “Intermediate Result 4.1: Improved governance and economic diversification, environment, natural resources and climate action in Ajara Autonomous Republic” will be charged to the ENPARD II throughout 2018. This will ensure synergy and cost-effectiveness of both Projects.

Required material and human resources, are listed below, along with proposed cost-sharing arrangements with the UNDP implemented ENPARD II project. Respective costs are spelled out in the detailed budget (annex 3).

3.2.1 Project office costs:

The Project will have 2 project offices, one in Tbilisi and the other in Batumi. The Project budget includes the following costs for both offices:

- rental costs, including security charges, for Tbilisi and Batumi offices, (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- Cost of IT and telecommunication for both offices (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- Cost of Utilities for Tbilisi and Batumi offices (Electricity, water, heating, etc) (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- Consumables and stationery supplies for operation of Tbilisi and Batumi offices (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- Maintenance, insurance, fuel and depreciation costs for Tbilisi and Batumi vehicles (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- IT/Computer and office equipment purchase and maintenance for Tbilisi and Batumi offices.
- Costs of travel and field trips for the project activities.
- Costs of project communication and visibility activities (as spelled out in the communication and visibility plan)

3.2.2 List of staff directly attributed to the project:

While the section below provides a brief description of the respective positions, section VII on Governance and management arrangements of the project includes a detailed explanation for each; detailed costs per each position are also spelled out in the budget (annex 3)

1. Project Manager (SB4Q3), (Shared with and funded from ENPARD II in 2018, 100% thereafter) - Administrative oversight and internal controls, coordination and supervision of institutional relations with concerned government institutions.

2. Project Technical Leader (P4), 100% - Coordination and technical supervision of rural development policy and implementation, Communication and reporting to the EU Delegation.
3. Sectoral Coordinator: Institutional Capacity Development (SB4Q1) (Shared with and funded from ENPARD II in 2018, 100% thereafter) - responsible for implementation of capacity/institutional development part of the project.
4. Sectoral Coordinator: Economic Diversification (SB4Q1), 100% - responsible for implementation of Economic Diversification activities.
5. Sectoral Coordinator: Environment (SB4Q1), 100% - responsible for implementation of Environment, Sustainable Management of Natural Resources, Climate Action related activities.
6. Geographical Coordinator for Ajara (SB4 Min) (Shared with and funded from ENPARD II in 2018, 100% thereafter) - to lead the project implementation in the Ajara Autonomous Republic.
7. Liaison/Administrative Finance Assistant (SB3 Min), (Shared with and funded from ENPARD II in 2018, 100% thereafter) : responsible for technical support in financial, contractual and organisational matters.
8. Monitoring and Evaluation Specialist (SB4 Min), (Shared with and funded from ENPARD II in 2018, 100% thereafter) responsible for the project related M&E activities and the support to development and implementation of the institutional M&E systems related to RD Strategies (National and Ajara) and respective Action Plans.
9. Project Officer (SB3 Mid), (Shared with and funded from ENPARD II in 2018, 100% thereafter) Batumi : to liaise with, and provide support to Sectoral Coordinators for implementation of respective activities in Ajara AR.
10. Driver/logistician in Tbilisi and Batumi offices ((shared with and funded from ENPARD II in 2018, 100% thereafter)
11. Cleaners in Tbilisi and Batumi offices shared with and funded from ENPARD II in 2018, 33% thereafter.
12. Economic Development Team Leader (NoB – 20%): responsible for quality assurance of the project, supporting the project Steering committee, facilitating coordination within UNDP, other UN agencies and concerned stakeholders.
13. Programme Associate (G6, 10%): responsible for providing administrative advice and supporting project implementation from the Country Office. S/he will provide administrative, financial, contractual, reporting and procurement related support to ensure compliance of administrative processes with respective UNDP rules and regulations, and the respective Country Office Standard Operational Procedures.
14. CO monitoring support (SB4-Q1, 5%): will be responsible for monitoring and evaluation function for the entire project ensuring compliance to UNDP and EU standards monitoring and evaluation.

Country Office staff (Economic Development Team Leader, Programme Associate and Monitoring Support), who dedicate part of their time to this project throughout its duration, will keep the accurate record of the time dedicated to the project (timesheet), verified/approved by their supervisors on a monthly basis, and the project will be charged according to the actual time worked for the project, up to the maximum of the percentages specified above.

Concerning venues, catering and other logistical arrangements for activities will be sourced with constant attention to prudence and exemplarity in the use of EU and Georgian taxpayer's money at times of fiscal constraints, as well as to the carbon print. Public venues will be prioritised over private ones, distance from the usual work places of respective audience will be minimal, and use of five-star hotel or resorts will be avoided except in exceptional circumstances duly authorised by the EU Delegation with 3 weeks of prior notice.

3.3. PARTNERSHIPS AND STAKEHOLDERS ENGAGEMENT

Developing effective working partnerships with all respective stakeholders will be essential to the delivery of the project objectives. These partnerships will cover a number of players including:

- **FAO:** UNDP will cooperate closely and coordinate actions with FAO under their complementary project "FAO support to Georgian agricultural sector under ENPARD III" in terms of the specific support to the MoEPA and the IACC in implementing the rural development policy.

As part of this complementarity arrangements under ENPARD III, FAO will be primarily responsible for institutional capacity and technical support to the MoEPA in the agriculture sector, as well as for the direct delivery of selected agricultural services to targeted rural populations. At policy level, the institutional support

provided by both agencies will also require regular coordination due to their close complementarity and division of labour under their respective components of support, as described in the project documents.

At technical level, FAO will support the MoEPA of Georgia and the MoA of Ajara AR in agriculture sector, while UNDP will target other ministries and agencies with competences in non-agriculture sectors, for both agencies involving the national, regional and local levels,

In terms of direct delivery of services, particular attention will be paid to ensure complementarity, cost-efficiency and maximum impact through close coordination of actions between UNDP and FAO during the identification, formulation, implementation and monitoring of the activities related to the provision of rural services to the population, ensuring complementarity and integration of approaches between agricultural and non-agricultural support.

To this end, at municipal level, UNDP and FAO will jointly participate in technical assessments, decision-making and coordination mechanisms related to rural development with participation of local authorities, ministerial representatives and LAGs. Particular attention will be paid to the joint identification of specific activities related to the provision of rural services, assessing the agriculture and non-agriculture related potential together with LAGs, using compatible methodologies and defining outcomes that reflect a territorial integration of support for maximum impact on employment and income. Moreover, these synergies will be examined and fostered in subsequent stages of project implementation.

- The **RDPU** of the MoEPA and the **IACC**, the **Ajara MoA**, and the **RDC** –within central and Ajara governments, with individual Ministries working in partnership to shape a sustainable rural development policy. UNDP has an important role to play to ensure that these partnerships deliver sound evidence-based rural development policies for Georgia and Ajara.
- The focus of delivery under Objectives 2, 3 and 4 will be on the 8 municipalities supported through **ENPARD's pilot rural development projects**. It will be essential to develop clear and effective communication channels to ensure appropriate exchange of information, to avoid duplication of efforts between the project and others, notably the EU pilot rural development projects, and to enable best practice and opportunities to be shared with LAGs from activities funded through other initiatives.
- **Municipalities**, including those already participating as LAG Members, who are best placed to have an overview of existing municipal services, need and priorities, and who would be key players in determining the viability of targeted interventions as well as during their implementation, monitoring and evaluation of supporting actions.
- **NGOs** and their implementing partners, managing the ENPARD rural development pilot projects, who have acquired unique knowledge and skills in supporting the creation and strengthening of LAGs through well designed bottom-up processes at municipal level including mobilisation of local stakeholders, developing local strategies, identifying and supporting local priorities, and managing local expectations. They will be important partners in shaping the type and extent of interventions under ENPARD III, specifically where they can complement and enhance previous interventions.
- **LAGs of the 8 municipalities** supported through the ENPARD rural development pilot projects, which will play a central role in helping prioritise and select the type and extent of priority interventions, as well as for supervising their implementation and monitoring, in close coordination with UNDP and the selected implementing partners for each activity.
- Other rural **stakeholders** including sector-focussed groups of interest for rural development and who have a role to play in the implementation of targeted interventions. Special focus will be made on partnering and empowering groups of women, youth and representative of vulnerable groups such as people with disabilities, ethnic minorities and IDPs.
- **EU** and other **donors** supporting rural development in Georgia. The project will finalise and update the mapping and the analysis of existing rural development support programmes, both public and donor funded, to ensure complementarity and synergy of the project with those undertakings, filling gaps and avoiding overlapping. This task should inform project design during the assessment phase so that the development phase effectively incorporates the most relevant measures and activities to achieve the expected outputs, outcomes and impact. For this purpose, UNDP will assist the government in activating rural development coordination fora at central, regional and municipal levels which will seek to engage government, donors and implementing partners in

regular coordination, exchange of information, joint analysis, planning and reporting exercises. In parallel, the RDN will become a central platform for information sharing and networking among rural development actors.

The project will seek to engage directly with all relevant partners and stakeholders groups, including via multimedia (the RDN and Facebook) and will draw up a Stakeholder Engagement and Communications Strategy to promote more focused engagement and consultation processes, particularly during the development of the RDS for 2021 - 2024. Within its approach UNDP will raise the profile of the project, and will ensure EU visibility, through conferences highlighting amongst other issues innovation, gender inclusivity, opportunities for youth and mechanism for combating climate change impacts.

3.3.1 Complementarity and synergy with other international projects

The project will join efforts to accelerate cross-sector complementarity by focusing its assistance on areas where it has most added values, complementing the activities of others and avoiding parallel processes where, for example, public or donor-funded programmes exist or are being developed. Opportunities for cooperation with relevant public and donor-funded programmes will be used where deemed appropriate - systematic information exchange as a minimum, with coordination of responses and common approaches to support interventions being the ultimate goal. The project will be supportive of wider donor and country-led coordination related to rural development.

Apart from this project, UNDP will provide support to rural development policy implementation through close information exchange between the Economic Diversification team, in charge of this project, and the teams in charge of other programmatic portfolios, as follows:

- **Democratic Governance Portfolio** will provide expert support development of capacities of national, regional and municipality authorities in effective regional and local development planning, piloting new local development initiatives.
- **Energy and Environment Portfolio** will provide expertise in sustainable management of natural resources and climate action, including forests, waste management and energy sectors.

The project will ensure adequate analysis on the relevance of policy priority issues for all sectors/pillars/clusters of the RDS and RDAP. The vision of the **Rural Development Strategy** is to ensure the constant improvement of the quality of life, and the social conditions of the rural population, based on a combination of increased economic opportunities, more accessible social benefits, a rich cultural life, environmental protection and the sustainable management of natural resources. For this purpose, the rural development policy should promote the introduction of innovation and new technologies in rural areas.

The project activities will be aligned with country and sector development priorities within the major pillars of the **"Four-point reform agenda"** plan, such as Economic reform, education reform, spatial arrangement and public governance reform, whenever possible, ensuring coordination and cooperation with relevant state agencies. As part of the government's "Four-point reform agenda", the Georgian Information and Technology Agency (GITA), in cooperation with the Partnership Fund, has started "Start-up Georgia", that supports the development of Georgian start-up companies and opens access to financing. Furthermore, several state programmes have been united under one umbrella "Produce in Georgia" ("Start-up support programme Georgia", "Produce in Georgia," United Agro-project, micro and mini-grants, "Preferential Agro Credit", "Plant the Future"). Under the agricultural support by complementary FAO project, there will be close cooperation with the Agricultural Cooperatives Development Agency (ACDA) which aims to promote rehabilitation of rural areas and agriculture through development of agricultural cooperatives and support social and economic development of rural areas. Cooperation and coordination is sought also with Agricultural Projects' Management Agency (APMA) within the framework of the Agriculture Modernization, Market access and Resilience project (AMMAR) funded by the International Fund for Agriculture (IFAD) and the Global Environment Facility (GEF). The programme is initiated by the Ministry of Environmental Protection and Agriculture under the "United Agro-project" framework of NNLE APMA.

At present, the **European Union** assistance to Georgia is defined by the recently approved EU Single Support Framework 2017-2021, where support to agriculture and rural development is a key objective under Sector 1, Economic development and market opportunities, in particular to improve the competitiveness of the agricultural and agro-food sector; to improve employment and living conditions in rural areas through diversification of the rural economy and to reduce regional disparities and develop infrastructure links..

Agriculture and rural development is received considerable assistance through €179.5 million budget (**ENPARD phases I, II and III** between 2013 and 2022). New rural development projects have been launched in 8 municipalities across Georgia designed to help create Local Action Groups (LAGs), consisting of representatives from local authorities, private sector and civil society, for the elaboration and implementation of local development strategies. Implementation of the projects are facilitated by the International and local NGOs with recognised experience in rural development: CARE-Austria (Lagodekhi), People in Need-Czech Republic (Kazbegi), Mercy Corps-Scotland (Borjomi), Akhalkalaki (GIPA), Dedoplistskaro (GIPA), Tetrtskaro (RDFG), Keda (CENN), Khulo (Caritas-Georgia). Their partners have longstanding experience of rural development support in Europe, such as Fundación ETEA of Spain, the National Network of Local Action Groups of the Czech Republic, the Angus Council of Scotland, etc. Besides, FAO and UNDP has been implementing technical assistance component of the ENPARD I and II, covering agriculture and rural development in Georgia, including Ajara AR. During the implementation of this project under ENPARD III, there will be close cooperation with all **ENPARD partners**.

Other development partners, including several EU Member States, also prioritize agriculture and rural development in the framework of their bilateral cooperation. The **German** and the **Swiss** Development Cooperation are supporting measures in rural areas which build better access to financing, especially for farmers (KfW), assisting SMEs to establish value chains (GIZ), combined with improvement of employment skills (SDC), advising on the sustainable use of biodiversity and integrated protection against soil erosion (GIZ). Rural development and agriculture are also supported by other EU MS such as Austria, Bulgaria, Czech Republic and Estonia. The long-term engagement of Polish Aid and some big international NGOs should also be noted. In more details:

Austrian cooperation with Georgia aims at supporting the country in economic transition and democratization, convergence with European institutions, standards and values and improving the standard of living of the population, above all in rural areas. Agro forestry has been defined as a priority of Austrian Development Agency (ADA) with Georgia, which is also supporting FAO to implement agricultural and rural development support activities under ENPARD.

Active cooperation and coordinated action with **Switzerland** is indispensable, because traditionally, Swiss Development Cooperation in Georgia has been focusing on rural economic development, particularly on developing systems for access to finance and insurance in agriculture and the development for agricultural value chains with an emphasis on enhancing vocational skills and providing livelihood support to vulnerable population groups. UNDP, with funds from the Swiss Cooperation Office, is assisting Georgia to establish a modern system of vocational education and training in the area of agriculture and support extension services across the country. Synergies and complementarities between these two projects will be fully utilized in ensuring strong synergies between the government's VET, Employment and Rural Development Policies. Under that project, UNDP will support capacity development of national institutions in VET (MoES) and Employment (MoLHSA) for building result oriented policy and improving coordination at national level. These projects will join efforts to advocate VET sector development as well as implementation of most effective work-based learning VET model at all levels.

Working closely with the leading development agencies in Georgia – the Swiss Cooperation Office for the South Caucasus (SCO), Austrian Development Cooperation (ADC), **UNDP** aims at advancing regional and local development by empowering the central and local administrations. The project is part of UNDP's broader initiative in support of the local governance reform in Georgia, and runs in partnership with the Ministry of Regional Development and Infrastructure of Georgia. Various Polish Regions cooperate directly with Georgian Regions through visits of public officials and training programmes. The project will also cooperate closely with the UNDP project "Modernization of the Vocational Education and Training and Extension Systems related to Agriculture in Georgia" (funded by SDC) concentrated on agriculture VET. Synergies and complementarities between these two projects will be fully utilized in ensuring strong synergies between the government's VET, Employment and Rural Development Policies. These projects will join efforts to advocate VET sector development as well as implementation of most effective work-based learning VET model at all levels.

In light of the **United States'** extensive development assistance, the project coordination will be sought for better effectiveness and results. USAID – Restoring Efficiency to Agriculture Production (REAP) project is designed to increase income and employment in rural areas by delivering investment and technical assistance to expand the operation of existing smallholder farmers and rural enterprises. The project facilitates the entry of new agribusinesses and expands the operation of existing SMEs to create new jobs, improve the availability of high-quality inputs and machinery services for farmers, and strengthen markets for agricultural goods and services. USAID – ZRDA represents an opportunity to strengthen the skills, productivity, and networks of local actors – from vulnerable households to developed Micro, Small, and Medium Enterprises (MSMEs) – to contribute to broad-based economic growth and strengthened resilience in target communities. ZRDA will develop MSME skills, improve rural households' ability to

generate income, and foster enduring market linkages to strengthen the market system, bolstering the resilience and livelihoods of our target communities. ZRDA will work in at least 70 communities, create 2,000 jobs, increase sales for 650 MSMEs by \$30 million, increase incomes of 11,000 households by at least 25 percent, generate measurable improvements in community resilience, and leverage \$3 million from municipalities, donors, and private partners. USAID – Supporting Youth Entrepreneurial Skills for Advancing Employability and Income Generation in Georgia represents a targeted public-private partnership that builds institutional frameworks and models facilitating greater economic participation of youth through increased opportunities for self-employment by starting enterprises and for employment in established companies. The activity seeks to broaden economic opportunities for youth in Georgia, encouraging innovation and entrepreneurship, and enhancing young women and men’s employability in growth areas. UNDP will explore new ways to work more closely with the project to promote participation of young rural people in sustainable and equitable rural development.

Cooperation will be sought also with **Sweden**, which leads the donor coordination on environment and natural resources. Swedish development cooperation is linked to commitments in the EU-Georgia Association Agreement and the Association Agenda 2014-2017 National Action Plans. Cooperation will cover especially the environment protection area. In cooperation with the EBRD and the World Bank, SIDA has been supporting the construction of waste disposal facilities and wastewater treatment plants. SIDA supports Georgian environmental organizations working to increase understanding and to raise awareness about environmentally sustainable waste management among children and youths, as well as among politicians. SIDA has also been supporting energy efficiency at the municipal level through the regional program Eastern Europe Energy Efficiency and Environment Partnership (E5P). International Finance institutions together with Germany, Sweden and the **EU** are active in this sector. The EU is currently financing a Twinning project, which will support the development and improvement of a waste management system.

The **World Bank** contributes to the improved land policies and procedures as a basis for a national program of land registration. Irrigation and Land Market Development envisages improved delivery of irrigation and drainage services in rural areas as well as improved policies and procedures as a basis for national program of land cadaster and registration. The World Bank supports this area through its Irrigation and Land Market Development Project. The loan is directed to the improved delivery of irrigation and drainage services in selected areas. The project will take a comprehensive view of the EU and other donors’ support to Georgia. Results derived from the detailed donor mapping, ongoing in 2017 under UNDP’s ENPARD II project, will be used to improve the project’s targeting and coordination. The ongoing donor mapping exercise will include a detailed reference on each of the bilateral and multilateral donor examined. Information on the donors’ focus areas related to rural development, programmes they are currently funding, current and future opportunities available, and other relevant details. This will allow to apply better coordinated action and enhanced complementarity between various actors in order to achieve optimum use of human and financial resources for enhanced aid effectiveness, i.e. to attain project objectives and achieve better results in rural development. Based on this research, the project will also apply a dynamic approach to the allocation of funds within sectors ensuring greater efficiency towards achieving intended results.

3.4. RISKS ANALYSIS

Management of operational risks and assumptions will be delivered through the construction and regular updating of risks and issues logs, escalation of identified gaps in performance, performance reporting, minutes of meetings and Project Boards and an adequately skilled and fully resourced project management function. Detailed list of risks and measures of their mitigation is presented in the Risk Log attached as Annex 2.

3.5. SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSC/TRC)

The Project will generate unique experience and knowledge relevant to the countries from the South Caucasus, Western CIS and other regions. The Project will follow the practice recommended by the Framework of Operational Guidelines for United Nations Support to South-South and Triangular Cooperation by:

- developing and disseminating knowledge, products,
- establishing partnerships and networking,
- implementing targeted exchange and learning measures
-

The Project will produce different evidence (such as written knowledge and information products) which will accumulate valuable evidence, information and analysis of challenges of rural development, policy planning and implementation, monitoring and evaluation of the results and lessons learned. The knowledge products will be distributed through internet web-pages, including rural development network channels that the Project will support.

The Project will contribute to building institutional relationships between different public and non-Government institutions and stakeholders from the South Caucasus and Western CIS and Central Asia countries. Different study tours, exchange visits, as well as workshops and conferences will be implemented for outreach of policy makers and development agents from the target regions.

The Project will facilitate the regular format of sharing the Georgian experience of rural development policy implementation support through Annual Rural Development Conferences targeting international participation. The Conference will provide a good platform for discussing the lessons learned on the generated experiences, progress and outcomes. Conferences will secure representation from the target regions. The Conferences will allow the participants to exchange the latest updates on the rural development agenda in Georgia and abroad, involving private and public-sector networking opportunities.

3.6. KNOWLEDGE

Some of the specific knowledge products that will be produced by the project include:

- Gap analysis of the available rural development evidence base
- Mapping of public, private and donor funded rural development initiatives at central, regional and municipal level
- Impact assessments of the performance of RDAP for the 2018 – 2020 period, national and Ajara
- Annual review reports of the implementation of RDAP, national and Ajara
- Key performance Indicators that make community led local development work effectively
- Survey data from rural communities across Georgia, including on LAG experiences
- Research reports, including the ones linked to the baseline indicators that will inform the RDS for 2021 - 2024
- New RDS for 2021 – 2024 and associate Action Plan, national and Ajara
- A fully operational M&E framework for the RDAP, national and Ajara
- A fully operational web-supported RDN
- Municipal assessment reports for each target municipality
- Sub-projects proposals for implementation of rural service delivery support and related reports
- Research, awareness and information materials to showcase aspects of environment, sustainable management of natural resources and climate change

3.7. SUSTAINABILITY AND SCALING UP

Ensuring the sustainability of the project's outputs will remain a high priority for UNDP support. The project is designed to deliver outputs that will lead to sustainable outcomes benefiting Georgian society, and specifically its rural communities. The project assistance will focus on the achievement of development results, rather than merely the delivery of activities. The project will ensure monitoring of project sustainability and planned phase-out and phase-over processes to demonstrate the impact and leave a meaningful project legacy.

Under Output 1, 'Improved governance for effective implementation of the RDS, RDAP and related programmes': with a strong vision, improved governance systems, backed by high quality public services is more likely to address decisively the challenges facing rural communities.

The project will support improved institutional governance and coordination of rural development and the delivery of more relevant rural development strategies and more effective, targeted action plans in response to expressed needs by the rural population.

To this end, an improved evidence-base will better inform the RD strategy, from research and technical analyses to robust M&E systems, contributing to a more effective and targeted implementation overtime, resulting in more sustainable outcomes being delivered, including more and better jobs and improved living conditions in rural areas, and the ultimate impact on rural poverty reduction.

Sustainable rural development support by institutions should be built largely on improved organizational capacities, including developing institutional systems and procedures, rules of the workplace and the organizational framework for civil servants to improve delivery of related services.

Beside this, the project will facilitate development of the most effective and inspiring advocates of rural development and building a robust and resilient team of civil servants at all levels, through engagement, training, coaching and

experience sharing. This approach will enhance the ownership of the reforms by the government and its people, thus ensuring its sustainability.

Under Outputs 2 and 3 'Improved rural economic diversification, employment and services' and 'Improved environment, sustainable management of natural resources and climate action', the project will focus on delivering improved services in the target areas, unblocking obstacles to economic activity and creating concrete opportunities to improve management of natural resources and climate action using innovative approaches, which will lead to improved living conditions, job creation and increase in household incomes in a more sustainable way.

As an incentive for sustainability, the project intends to implement actions through existing government mechanisms for implementation and support; this will increase ownership, efficiency and effectiveness of public services to promote diversification, to foster entrepreneurship, innovation and employment and to develop more sustainable environmental practices using integrated rural development and multi-sectoral approaches. These should also add value to rural identity and enhance sustainability, social inclusion and local development, as well as increase the resilience of rural communities.

Throughout the project implementation, the project will seek high ownership of stakeholders through building close linkages between national institutions and local actors. The project support will utilize a participatory and area-based approach as the main entry point for interventions in alignment with existing government delivery systems (state and municipal programmes), private sector interventions and development assistance by other donors.

For Output 4, improved rural development governance and economic diversification, environment, natural resources and climate action in Ajara AR' the project approach will recognise the opportunities for a more fast-tracked and innovative approach to service delivery improvements due to Ajara specific factors of scale, institutional arrangements and stakeholder receptiveness.

The project will continue to assess how Ajara-specific solutions might be scalable across Georgia, but in the first instance the focus will be very much on delivering improvements in the Region, developed by using the same logic-intervention process outline above.

Finally, an important aspect of delivering sustainable outcomes, will be demonstrating the public benefits of the rural development approach to localities, based on evidence-base analysis, reporting, monitoring and evaluation. To this aim, the project seeks to pursue a fully participatory process, involving all relevant stakeholders from design to evaluation of the selected actions. Lessons learned through these interventions will belong to both – the project and its national partners, therefore, the benefits will also be owned by all.

The project will seek full commitment and ownership of the government to replicate and expand successful rural development initiatives to other rural areas beyond the project completion.

IV. RESULTS FRAMEWORK

<p>Intended Outcome in the Country Programme Document (2016-2020) Results and Resource Framework:</p> <p>CPD Outcome 2/JUNPSD Outcome 3: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded</p>	
<p>Outcome indicators as stated in the Country Programme Document (2016-2020) Results and Resources Framework, including baseline and targets:</p> <p>Indicator 1. Number of new policies, systems, institutional measures at national and subnational levels to generate/strengthen employment and livelihoods (2014); 3 policies/ programmes to support private sector development, including agricultural loan programmes (Ministry of Agriculture), support for cooperatives, ICs and produce in Georgia (Ministry of Economy and Sustainable Development), EDA and GNITA programmes; Target (2020): At least 2 new policies for supporting inclusive business development, application of innovations and rural development</p> <p>Indicator 2. Unemployment rate (disaggregated by sex, youth, rural/urban). Baseline: 15 (2013); Target: 12 – Georgia 2020 target</p> <p>Indicator 3. Percentage (self) employment among vocational education (VET) graduates disaggregated by sex, people with disabilities, economic and other vulnerabilities; Baseline (2015): to be confirmed in 2015; work net data, Ministry of Labour, Health and Social Affairs (MoLHSA); Target (2020): 10% increase vs. 2015</p>	
<p>Applicable Outputs from UNDP STRATEGIC PLAN 2014-17: Outcome 1. Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor & excluded/ Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive</p>	
<p>Project title: Improving Rural Development in Georgia (ENPARD III); Atlas Project Number: 00097870, Output numbers: 00101419/00108059</p>	

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	2018	2019	2020	2021	2022		FINAL
Output 1 Improved governance for effective implementation of the RDS, RDAP and related programmes	1.1 Objectively measurable indicators defined and regularly monitored under each priority/objective of the RDAP using evidence-based data collection and analysis under a functional M&E system (National) 1.2 Annual reviews of RDAP completed on the basis of reliable information and evidence-based data on progress and achievements (National, Ajara)	Government (National) and project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	No indicators defined at the level of priorities/objectives; no M&E system in place (National)	2016	N/A	1.1. Gaps in evidence to inform annual RDAP reviews and the drafting of future RDAP and the Rural Development Strategy are identified	1.1. M&E framework for the RDAP 2021-2024 system is functional	1.1. M&E framework for the RDAP 2021-2024 system is on place	1.1. An evidence-based data collection and analysis is established under a functional M&E system	1.1 Objectively measurable indicators defined for all priority/objectives, and for each activity under the RDAP; and related data properly collected and analysed using a functional M&E system (National)	Method: Obtaining legal act of Government of Georgia, project and third parties' reports and evaluations Risk: No risk identified
Output 2 Improved economic diversification, employment and services	2.1 Increased number of non-agricultural jobs created in targeted rural areas with support from the project, disaggregated by sex/page	Government (National) and project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	Zero	2017	2.1.6 Municipal Assessment Reports developed	2.1. 6 municipal proposal approved 2.1. 30 number of permanent jobs created	2.1. 70 number of permanent jobs created	2.1. 80 number of permanent jobs created	2.1. 100 number of permanent jobs created	At least one annual review of RDAP completed between 2018 and 2022 (National)	Method: Project reports, capacity needs assessment, pilot project documentations, legal act(s), Risks: Reluctance of individual stakeholders to be actively involved in the establishment of integrated policy approach
										At least 280 new permanent jobs created in non-agricultural sectors in targeted rural areas, including at least 30% benefiting women (2022)	Method: Project reports, including assessments, annual review notes, municipal proposal and sub-projects documentation (monitoring forms) Risks: Reluctance and inability of individual municipalities to produce proposals Quality of sub-projects

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	2018	2019	2020	2021	2022	FINAL	
Output 3 Improved environment, sustainable management of natural resources and climate action	2.2 Increased average monthly income of households in targeted rural areas supported by the project, disaggregated by sex/age	Project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	Information According to baseline	2016	2.2. Target for Average Monthly Income of households defined	2.2. At least 90% of the set target for Average Monthly Income of households increase reached	2.2. 2.2. At least 90% of the set target for Average Monthly Income of households increase reached	2.2. 2.2. At least 90% of the set target for Average Monthly Income of households increase reached	2.2. 100% of the set target for Average Monthly Income of households increase reached	100% increased average monthly income of households (2022)	Method: Project reports, including public information and conference related documentation (monitoring forms) Risks: No risks
	3.1 Increased number of hectares of forest and protected areas in targeted rural areas where sustainable and climate-resilient management practices have been introduced with support from the project	GEOSTAT statistics; government (National) and project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	Zero	2017	3.1. Support measures for target Forests Management Plans planned and agreed	3.1. 1 Forest management Plans adopted and measures planned/agreed	3.1/ 2 Forests management Plans adopted and measures planned/agreed	3.1. Forests Management Plans implementation supported	3.1 At least 420,000 ha of forests and protected areas using improved management practices in rural targeted areas (2022)	Method: Legal acts, Project reports, including assessments, annual reviews notes, reports from ministries, municipal proposal and sub-projects documentation (monitoring forms) Risks: Reluctance and inability of individual municipalities to produce proposals Quality of sub-projects	
	3.2 Increase number of households in targeted rural areas receiving direct incentives to improve energy efficiency and other climate-related benefits with support from the project	Government (National) and project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	Zero	2017	3.2 Targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy designed and agreed with stakeholders	3.2 70 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	3. 70 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	3.2 70 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	3.2 70 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	At least 280 households received direct incentives to improve energy-efficiency and other climate-related benefits in targeted rural areas (2022)	Method: Project reports, including awareness campaign materials (visibility, communication, registration, monitoring forms etc.) Risks: No risks
4. Output improved governance for effective implementation of RDS, RDAP and related programmes ins Ajara AR, and improved economic diversification, environment,	4.1.1 Objectively measurable indicators defined and regularly monitored under each priority/objective of the RDAP using evidence-based data collection and analysis under a functional M&E system (Ajara)	Government (Ajara AR) and project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	No indicators defined at the level of priorities/objectives; no M&E system in place (Ajara)	2016	N/A	4.1.1. Gaps in evidence to inform annual RDAP reviews and the drafting of future RDAP and the Rural Development Strategy are identified	4.1.1. M&E framework for the RDAP 2021-2024 system is on place	4.1.1. M&E framework for the RDAP 2021-2024 system is functional	1.1. An evidence-based data collection and analysis is established under a functional M&E system	Objectively measurable indicators defined for all priority/objectives, and for each activity under the RDAP; and related data properly collected and analysed using a functional M&E system (Ajara) (2022)	Method: Obtaining legal act of Government of Georgia, project and third parties' reports and evaluations Risk: No risk identified

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	2018	2019	2020	2021	2022	FINAL		
natural resources	4.1.2 Annual reviews of RDAP completed on the basis of reliable information and evidence-based data on progress and achievements (Ajara)	Government (Ajara AR) and project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	No annual reviews of RDAP available (National, Ajara)	2016	N/A	4.1.2. Annual review of the RDAP 2018-2020 is undertaken	4.1.2. Annual review of the RDAP 2021-2024 is undertaken	4.1.2. Annual review of the RDAP 2018-2020 is undertaken	4.1.2. Annual review of the RDAP 2021-2024 is undertaken	4.1.2. Annual review of the RDAP 2021-2024 is undertaken	At least one annual review of RDAP completed between 2018 and 2022 (Ajara AR)	Method: Project reports, capacity needs assessment, pilot project documentations, legal act(s). Risks: Reluctance of individual stakeholders to be actively involved in the establishment of integrated policy approach
	4.2.1 Increased number of non-agricultural jobs created in targeted rural areas with support from the project, disaggregated by sex/age	Government (Ajara AR) and project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	Zero	2017	4.2.1. Municipal Assessment Reports developed	4.2.1.a 6 municipal proposal approved 4.2.1.b 15 number of permanent jobs created	4.2.1. 15 number of permanent jobs created	4.2.1. 30 number of permanent jobs created	4.2.1. 60 number of permanent jobs created	At least 120 new permanent jobs created in non-agricultural sectors in targeted rural areas, including at least 30% benefiting women (2022)	Method: Project reports, including assessments, annual review notes, municipal proposal and sub-projects documentation (monitoring forms) Risks: Reluctance and inability of individual municipalities to produce proposals Quality of sub-projects	
	4.2.2 Increased average monthly income of households in targeted rural areas supported by the project, disaggregated by sex/age	Project reports; Ajara RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	Information According to baseline	2016	4.2.2 Target for Average Monthly income of households defined	4.2.2. At least 90% of the set target for Average Monthly income of households increase reached	4.2.2. At least 90% of the set target for Average Monthly income of households increase reached	4.2.2. At least 90% of the set target for Average Monthly income of households increase reached	4.2.2. 100% of the set target for Average Monthly income of households increase reached	100% increased average monthly income of households (2022)	Method: Project reports, including public information and conference related documentation (monitoring forms) Risks: No risks	
4.3.2 Increase number of households in targeted rural areas receiving direct incentives to improve energy efficiency and other climate-related benefits with support from the project	Government (Ajara AR) and project reports; Annual RDAP 2018-2020 and 2021-2024 M&E data and implementation reports	Zero	2017	4.3.2 Targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy designed and agreed with stakeholders	4.3.2.30 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	4.3.2.30 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	4.3.2.30 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	4.3.2.30 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	4.3.2.30 households benefit from targeted interventions on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy conducted and reached	At least 120 households received direct incentives to improve energy efficiency and other climate-related benefits in targeted rural areas (2022)	Method: Project reports, including awareness campaign materials (visibility, communication, registration, monitoring forms etc.) Risks: No risks	

V. MONITORING AND EVALUATION

5.1. MONITORING PLAN

Monitoring of project progress and performance will include quarterly operational (progress) reports, annual (interim) reports, and a final report in order to accurately assess progress and achievement of expected outputs, outcomes and final impact as defined in the above results framework in section IV. Reporting will be based on progress as per quarterly and annual implementation work plans, to be submitted and approved by the project Steering committee.

Reporting will be based on evidence-based data collected and analysed using the internal M&E system, the RDAP M&E framework and, when relevant, other reliable sources of information. The project M&E system will be completed during the assessment phase, on the basis of the above Results Framework, including the establishment of a robust baseline and the regular collection and analysis of evidence-based data and other information relevant to M&E purposes. On this basis, the project will submit quarterly and annual progress reports.

As for the RDAP 2018-2020 and subsequent years, the project will help finalise the setting-up of a robust M&E framework done in integrated manner through dedicated support to the RDPU of the MoEPA and IACC at national level, and Ajara MoA and RDC in Ajara, including the elaboration of related baselines and results frameworks

The project will support the establishment of the mechanisms required for regular collection, analysis and reporting of evidence-based statistical and technical data, including trainings and other incentives, equipment and complementary materials including baselines/endlines, dedicated research, surveys, needs assessments, results snapshots, lessons learned initiatives, study tours, field and exchange visits, ad hoc evaluations and others.

As for the mid-term and final external evaluations, the project will commission independent external missions in order to measure progress and performance, including intermediate progress data and final achievements. In addition, the project M&E will introduce ad-hoc/quick assessments, needs and capacity assessments and monitoring exercises to be regularly updated. For this purpose, dedicated M&E tools will ensure that specific info is available on the support and the impact of the project considering gender aspects, youth, people with disabilities, ethnic and other minority groups.

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)
Track results progress	Progress data against the results indicators in the Results Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	
Monitor and manage risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's policies and procedures	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MoEPA of Georgia and Ajara AR

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)
Annual project quality assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. Performance data, risks, lessons and quality will be discussed by the project Steering committee and used to make course corrections.	Project Steering committee Members
Review and make course corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Quarterly progress reports and work plans for the following periods should be submitted at least one week in advance to the project Steering committee quarterly review meetings	
Project reporting	Quarterly progress reports will be presented to the Project Steering committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly (operational reports), annually (interim reports, payments), and final report (closure)	Review, guidance and decision-making on project planning, implementation, M&E Any quality concerns or slower than expected progress should be discussed by the project Steering committee and management actions agreed to address the issues identified. Review and approval of municipal assessment reports, sub-project proposal and contract documents and other relevant reports and agreements	Project Steering committee members
Project review (Project Steering committee)	The project's Steering committee will hold quarterly meetings, beside ad-hoc meetings as necessary: - for regular project review, guidance and decision making against quarterly operational (progress) reports submitted at least one week in advance to the meetings, including review quarterly work plans for the next periods to ensure implementation is on track, correct deviations if necessary, and ensure realistic budgeting over the life of the project. - for approval of municipal assessment reports, sub-project proposal documents and contracts for delivery of rural services, and other relevant reports and agreements	Quarterly		

5.2. EVALUATION PLAN

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term external Evaluation	N/A	Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive	CPD Outcome 2/UNPSD Outcome 3: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded	December 2019	EU, MoEPA of Georgia, MoA of Ajara AR	Approx. cost: 29,570USD Source: Project budget

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	N/A	Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive	CPD Outcome 2/ UNPSD Outcome 3: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded	November 2022	EU, MoEPA of Georgia, MoA of Ajara AR	Approx. cost: 29,570USD Source: Project budget

VI. MULTI-YEAR WORK PLAN

6.1 Budget

	Activities/sub-activities	ATLAS output	ATLAS activity	Impl agency	Donor	Account	Unit	Unit rate	# of Units	Inception 2018	# of Units	2019	# of Units	2020	# of Units	2021	# of Units	2022	Total # units	Grand TOTAL
	Output 1. Improved governance for effective implementation of the RDS, RDAP and related programmes									0.00		216,175.75		318,714.78		191,137.15		191,137.15		917,164.82
1.1.1	Intermediate result 1.1: More relevant rural development strategies, plans and programmes adopted and implemented	101419	1. RDS/Programmes	000622	EU	72100				0.00		106,115.97		208,655.00		81,077.37		81,077.37		476,925.71
	An in-depth analysis of the gaps in evidence carried out to inform annual RDAP reviews and the drafting of future RDAP	101419	1. RDS/Programmes	000622	EU	72100				0.00		0.00		28,615.54		0.00		0.00		28,615.54
1.1.2	Establishment of a unified Monitoring and Evaluation (M&E) framework for the RDAP 2018 – 2020 and the RDAP 2021-2024	101419	1. RDS/Programmes	000622	EU	72100				0.00		5,961.57		5,961.57		5,961.57		5,961.57		23,846.29
1.1.3	Enhancing availability of evidence-based data and mapping information about rural development at central, regional and municipal level	101419	1. RDS/Programmes	000622	EU	72100				0.00		17,884.71		17,884.71		17,884.71		17,884.71		71,538.86
1.1.4	Collection of evidence, good practices and lessons learned on LAG experience	101419	1. RDS/Programmes	000622	EU	72100				0.00		0.00		23,846.29		0.00		0.00		23,846.29
1.1.5	Commissioning new research to inform annual RDAP reviews and the drafting of future plans	101419	1. RDS/Programmes	000622	EU	72100				0.00		7,153.89		7,153.89		7,153.89		7,153.89		28,615.54
1.1.6	Supporting government to undertake annual reviews of existing RDAP until 2020, and develop new RDS and RDAP for the period 2021 – 2024	101419	1. RDS/Programmes	000622	EU	72100				0.00		75,115.80		125,193.00		50,077.20		50,077.20		300,463.20
	Intermediate result 1.2: Improved governance and coordination mechanisms for rural development									0.00		110,059.78		110,059.78		110,059.78		110,059.78		440,239.11
1.1.1	Supporting government to improve integration of governance and coordination systems for rural development	101419	1. RDS/Programmes	000622	EU	72100				0.00		29,716.14		29,716.14		29,716.14		29,716.14		118,864.56
1.1.2	Supporting organised civil society, private sector and rural communities for more active engagement and participation in rural development	101419	1. RDS/Programmes	000622	EU	72100				0.00		12,106.58		12,106.58		12,106.58		12,106.58		48,426.30
1.1.3	Supporting regional authorities and municipalities for more active engagement and participation in rural development	101419	1. RDS/Programmes	000622	EU	72100				0.00		33,017.93		33,017.93		33,017.93		33,017.93		132,071.73
1.1.4	Creating the conditions for an effective learning network on rural development in Georgia	101419	1. RDS/Programmes	000622	EU	72100				0.00		35,219.13		35,219.13		35,219.13		35,219.13		140,876.52
	Output 2. Improved rural economic diversification, employment and services									43,627.86		881,602.76		916,447.52		916,447.52		848,445.58		3,606,571.24
	Intermediate result 2.1: Targeted interventions delivered in the 6 rural development areas supported by ENPARD for improved rural									43,627.86		824,071.51		801,385.02		801,385.02		790,914.34		3,261,383.75
2.1.1	Assessment of the priorities for economic diversification and respective programmes in target municipalities	101419	2 Econ diversification	000622	EU	72100				20,941.37		10,470.69		10,470.69		10,470.69		0.00		52,353.44
2.1.2	Development of specific priorities and delivery mechanisms to support economic diversification measures in the target municipalities	101419	2 Econ diversification	000622	EU	72100				22,686.49		22,686.49		0.00		0.00		0.00		45,372.98
2.1.3	Support to implementation and monitoring of priority measures across selected areas in the target municipalities	101419	2 Econ diversification	000622	EU	72100				0.00		790,914.34		790,914.34		790,914.34		790,914.34		3,163,657.34
	Intermediate result 2.2: Best practice models and innovative practices disseminated and shared across Georgia									0.00		57,531.25		115,062.50		115,062.50		57,531.25		345,187.49
2.2.1	Research into best practice models and innovative approaches for successful rural development undertaken and results disseminated and published as guidance material	101419	2 Econ diversification	000622	EU	72100				0.00		57,531.25		115,062.50		115,062.50		57,531.25		345,187.49

Activities/sub-activities	ATLAS output	ATLAS activity	Impl agency	Donor Account	Unit	Unit rate	# of Units	Inception 2018	# of Units	2019	# of Units	2020	# of Units	2021	# of Units	2022	Total # units	Grand TOTAL
Output 3. Improved environment, sustainable management of natural resources and climate action								37,620.43		443,321.08		462,131.30		393,293.81		393,293.81		1,729,660.44
Intermediate result 3.1: Targeted interventions delivered in the 6 rural development areas supported by ENPARD for the protection and sustainable management of natural resources, and climate action	101419							37,620.43		343,266.54		362,076.76		343,266.54		343,266.54		1,429,496.82
Assessment of the priorities for sustainable management of natural resources and climate action and respective programmes in target municipalities	101419	3 Environment	000622	EU	72100			16,008.70		0.00		8,004.35		0.00		0.00		24,013.04
Development of specific priorities and delivery mechanisms to support sustainable management of natural resources and climate action in the target municipalities	101419	3 Environment	000622	EU	72100			21,611.74		0.00		10,805.87		0.00		0.00		32,417.61
Support to implementation and monitoring of priority measures across selected areas in the target municipalities	101419	3 Environment	000622	EU	72100			0.00		343,266.54		343,266.54		343,266.54		343,266.54		1,373,066.17
Intermediate result 3.2: Promotion and public awareness campaigns on sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy								0.00		100,054.54		100,054.54		50,027.27		50,027.27		300,163.62
Implementation of dedicated awareness campaigns on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy	101419	3 Environment	000622	EU	72100			0.00		100,054.54		100,054.54		50,027.27		50,027.27		300,163.62
Output 4. Improved rural development governance and economic diversification, environment, natural resources and climate action in Ajara autonomous region								45,905.79		515,215.13		567,025.08		505,647.29		485,546.71		2,119,340.01
Intermediate result 4.1: Improved governance for effective implementation of the RDS, RDAP and related programmes in Ajara AR								0.00		78,609.36		110,693.46		72,105.83		72,105.83		333,514.48
More relevant rural development strategies, plans and programmes adopted and implemented in Ajara AR								0.00		38,587.63		70,671.72		32,084.09		32,084.09		173,427.53
An in-depth analysis of the gaps in evidence carried out to inform annual RDAP reviews and the drafting of future RDAP/RDS for Ajara AR	108059	1. RDS/Programmes	000622	EU	72100			0.00		0.00		10,405.65		0.00		0.00		10,405.65
Contribution by the Ajara AR RDAP 2018 – 2020 and the RDAP 2021-2024 to the unified Monitoring and Evaluation (M&E) framework	108059	1. RDS/Programmes	000622	EU	72100			0.00		9,972.08		9,972.08		9,972.08		9,972.08		39,888.33
Enhancing availability of evidence-based data and mapping information about rural development at regional and municipal level in Ajara AR	108059	1. RDS/Programmes	000622	EU	72100			0.00		6,503.53		6,503.53		6,503.53		6,503.53		26,014.13
Collection of evidence, good practices and lessons learned on LAG experience in Ajara AR	108059	1. RDS/Programmes	000622	EU	72100			0.00		0.00		8,671.38		0.00		0.00		8,671.38
Commissioning new research to inform annual reviews of the RDAP for Ajara AR and the drafting of future plans	108059	1. RDS/Programmes	000622	EU	72100			0.00		2,601.41		2,601.41		2,601.41		2,601.41		10,405.65
Supporting Ajara AR regional government to undertake annual reviews of existing RDAP until 2020, and design new RDS and RDAP for the period 2021 – 2024	108059	1. RDS/Programmes	000622	EU	72100			0.00		19,510.60		32,517.66		13,007.06		13,007.06		78,042.39
Improved governance and coordination mechanisms for rural development	108059	1. RDS/Programmes	000622	EU	72100			0.00		40,021.74		40,021.74		40,021.74		40,021.74		160,086.95
Supporting Ajara AR regional government to improve integration of governance and coordination systems for rural development	108059	1. RDS/Programmes	000622	EU	72100			0.00		10,805.87		10,805.87		10,805.87		10,805.87		43,223.48
Supporting organised civil society, private sector and rural communities in Ajara AR for more active engagement and participation in rural development	108059	1. RDS/Programmes	000622	EU	72100			0.00		4,402.39		4,402.39		4,402.39		4,402.39		17,609.56
Supporting Ajara AR regional authorities and municipalities for more active engagement and participation in rural development	108059	1. RDS/Programmes	000622	EU	72100			0.00		12,006.52		12,006.52		12,006.52		12,006.52		48,026.09
Creating the conditions for an effective learning network on rural development in Ajara AR	108059	1. RDS/Programmes	000622	EU	72100			0.00		12,806.96		12,806.96		12,806.96		12,806.96		51,227.82

	ATLAS output	ATLAS activity	Impl agency	Donor	Account	Unit	Unit rate	# of Units	Inception 2018	# of Units	2019	# of Units	2020	# of Units	2021	# of Units	2022	Total # units	Grand TOTAL	
		Activities/sub-activities																		
		Intermediate result 4.2: Improved rural economic diversification, employment and services in Ajara AR							19,780.49		233,092.45		239,755.65		239,755.65		219,655.07		952,039.33	
4.2.1		Targeted interventions delivered in the 6 rural development areas supported by ENPARD for improved rural economic diversification, employment and services							19,780.49		219,334.98		212,240.71		212,240.71		205,897.60		869,494.49	
4.2.1.1	108059	Assessment of the priorities for economic diversification and respective programmes in target municipalities of Ajara AR	000622	EU	72100				12,686.22		6,343.11		6,343.11		6,343.11		0.00		31,715.56	
4.2.1.2	108059	Development of specific priorities and delivery mechanisms to support economic diversification measures in the target municipalities of Ajara AR	000622	EU	72100				7,094.27		7,094.27		0.00		0.00		0.00		14,188.54	
4.2.1.3	108059	Support to implementation and monitoring of priority measures across selected areas in the target municipalities of Ajara AR	000622	EU	72100				0.00		205,897.60		205,897.60		205,897.60		205,897.60		823,590.39	
4.2.1.4	108059	Support to implementation and monitoring of priority measures across selected areas in the target municipalities of Ajara AR (financed by Ajara AR Gov)	000622	Ajara Govt	72100				0.00		22,819.03		22,819.03		22,819.03		22,819.03		91,276.11	
4.2.2	108059	Best practice models and innovative practices are shared across the target areas	000622	EU	72100				0.00		13,757.47		27,514.94		27,514.94		13,757.47		82,544.83	
4.2.2.1	108059	Research into best practice models and innovative approaches in Ajara AR for successful rural development undertaken and results disseminated and published as guidance material	000622	EU	72100				0.00		13,757.47		27,514.94		27,514.94		13,757.47		82,544.83	
4.3.1		Intermediate result 4.3: Improved environment, sustainable management of natural resources and climate action in Ajara AR							26,125.30		203,513.32		216,575.97		193,785.81		193,785.81		833,786.20	
4.3.1		Targeted interventions delivered in the 6 rural development areas supported by ENPARD for the environment, the protection and sustainable management of natural resources and climate action							26,125.30		203,513.32		216,575.97		193,785.81		193,785.81		833,786.20	
4.3.1.1	108059	Assessment of the priorities for sustainable management of natural resources and climate action and respective programmes in target municipalities of Ajara AR	000622	EU	72100				11,117.15		0.00		5,558.57		0.00		0.00		16,675.72	
4.3.1.2	108059	Development of specific priorities and delivery mechanisms to support sustainable management of natural resources and climate action in the target municipalities of Ajara AR	000622	EU	72100				15,008.15		0.00		7,504.08		0.00		0.00		22,512.23	
4.3.1.3	108059	Support to implementation and monitoring of priority measures across selected areas in the target municipalities of Ajara AR	000622	EU	72100				0.00		184,058.30		184,058.30		184,058.30		184,058.30		736,233.22	
4.3.1.4	108059	Promotion and public awareness campaigns on sustainable management of natural resources, disaster risk management and use of renewable and alternative sources of energy in Ajara AR	000622	EU	72100				0.00		19,455.01		19,455.01		9,727.51		9,727.51		58,365.03	
		PROJECT MANAGEMENT AND MONITORING							263,010.30		631,901.66		662,460.90		631,887.44		510,219.29		2,700,479.60	
		Notonwide Team							0.00		0.00		0.00		0.00		0.00		0.00	
5.1.1	101419	Project personnel	000622	EU	71400	Per month	40,788.29	30	259,954.37	104	468,628.57	104	468,628.57	91	328,754.05	431	1,994,594.13			
5.1.2	101419	Office rent/security (Tbilisi)	000622	EU	73100	Per month	2,532.00	0	0.00	12	35,488.15	12	35,488.15	11	32,530.81	47	138,995.26			
5.1.3	101419	Communications (internet, telephone, etc./Tbilisi)	000622	EU	73100	Per month	168.80	0	0.00	12	2,365.88	12	2,365.88	11	2,168.72	47	9,266.35			
5.1.4	101419	Utilities/Tbilisi	000622	EU	73100	Per month	236.32	0	0.00	12	3,312.23	12	3,312.23	11	3,096.21	47	12,972.89			
5.1.5	101419	Office operations (stationery, etc./Tbilisi)	000622	EU	72500	Per month	176.60	0	0.00	12	1,774.41	12	1,774.41	11	1,626.54	47	6,949.76			
5.1.6	101419	Vehicle fuel and maintenance (Tbilisi)	000622	EU	73400	Per month	590.80	0	0.00	12	8,280.57	12	8,280.57	11	7,590.52	47	32,432.23			
		Ajara Team							0.00		0.00		0.00		0.00		0.00		0.00	
5.1.7	108059	Project personnel	000622	EU	71400	Per month	4,959.33	0	0.00	40	63,653.62	40	63,653.62	37	58,593.14	157	249,553.99			
5.2.1	108059	Office rent/security (Batumi)	000622	EU	73100	Per month	844.00	0	0.00	12	11,829.38	12	11,829.38	11	10,843.60	47	46,331.75			
5.2.2	108059	Communications (internet, telephone, etc./Batumi)	000622	EU	73100	Per month	168.80	0	0.00	12	2,365.88	12	2,365.88	11	2,168.72	47	9,266.35			
5.2.3	108059	Utilities/Batumi	000622	EU	73100	Per month	151.92	0	0.00	12	2,129.29	12	2,129.29	11	1,951.85	47	8,339.72			
5.2.4	108059	Office operations (stationery, etc./Batumi)	000622	EU	72500	Per month	84.40	0	0.00	12	1,182.94	12	1,182.94	11	1,084.36	47	4,638.18			
5.2.5	108059	Vehicle fuel and maintenance (Batumi)	000622	EU	73400	Per month	422.00	0	0.00	12	5,914.69	12	5,914.69	11	5,421.80	47	23,165.88			

	Activities/sub-activities	ATLAS output	ATLAS activity	Impl agency	Donor	Account	Unit	Unit rate	# of Units	Inception 2018	# of Units	2019	# of Units	2020	# of Units	2021	# of Units	2022	Total # units	Grand TOTAL
	<i>Common expenses</i>																			
5.26	CO monitoring support (584-Q1.5%)	101419	4 Management	00622	EU	71400	Per month	2,267.96	0.0	0.00	0.0	0.00	0.0	1,589.37	0.6	1,589.37	0.6	1,589.37	2	6,357.49
5.27	Computers, office equipment/maintenance - National 70%	101419	4 Management	00622	EU	72800	Per unit	590.80	3	1,449.10	1.0	483.03	1.0	483.03	1.0	483.03	1.0	483.03	7	3,381.23
5.27	Computers, office equipment/maintenance - Ajara 30%	101419	4 Management	00622	EU	72800	Per unit	590.80	0	2,070.14	12	207.01	12	207.01	12	207.01	12	207.01	47	1,449.10
5.28	Travel (field trips) - National 70%	101419	4 Management	00622	EU	71600	Per month	930.09	0	0.00	12	9,125.19	12	9,125.19	12	9,125.19	11	8,364.75	47	35,740.31
5.28	Travel (field trips) - Ajara 30%	101419	4 Management	00622	EU	71600	Per month	930.09	0	690.05		6,762.46		3,910.79		3,910.79		3,584.89		15,317.28
5.29	Viability - National 70%	101419	4 Management	00622	EU	72100				295.73		2,898.20		3,193.93		3,193.93		7,452.51		29,810.05
5.29	Viability - Ajara 30%	101419	4 Management	00622	EU	72100				0.00		0.00		29,573.46		0.00		29,573.46		59,146.92
5.30	External mid-term and final evaluation	101419	4 Management	00622	EU	71200	Per evaluation	25,320.00		0.00		2,688,216.38		2,926,779.57		2,639,413.72		2,428,642.54		11,073,216.11
	Total Net Activities (EU only)									390,164.39		2,711,035.41		2,949,598.60		2,662,232.25		2,451,461.57		11,164,492.22
	Total Net Activities									390,164.39		188,175.15		204,874.57		184,758.93		170,004.98		775,135.13
	GMS EU (GMS 7%)									0.00		1,825.52		1,825.52		1,825.52		1,825.52		7,302.09
	GMS Ajara AR Government (8%)									417,475.90		2,901,036.08		3,156,298.69		2,848,816.69		2,623,292.07		11,946,919.43
	Grand Total									417,475.90		2,876,391.53		3,131,654.14		2,824,172.14		2,598,647.52		11,848,341.23
	O/w EU grand total									0.00		24,644.55		24,644.55		24,644.55		24,644.55		98,578.20
	O/w Ajara Govt grand total																			11,848,341.23

Budget Summary Per Sources:

	EUR	USD	UNXRATE (Dec2017)
EU	10,000,000.00	11,848,341.23	
Ajara Govt	83,200.00	98,578.20	0.844
TOTAL	10,083,200.00	11,946,919.43	

6.2. WORKPLAN

Outputs, activities/sub-activities		2018	2019	2020	2021	2022 ¹³
	Output 1. Improved governance for effective implementation of the RDS, RDAP and related programmes					
	Intermediate result 1.1: More relevant rural development strategies, plans and programmes adopted and implemented					
1.1.1	An in-depth analysis of the gaps in evidence carried out to inform annual RDAP reviews and the drafting of future RDAP and the Rural Development Strategy (2021 – 2024)					
1.1.2	Establishment of a unified Monitoring and Evaluation (M&E) framework for the RDAP 2018 – 2020 and the RDAP 2021-2024					
1.1.3	Enhancing availability of evidence-based data and mapping information about rural development at central, regional and municipal level					
1.1.4	Collection of evidence, good practices and lessons learned on LAG experience					
1.1.5	Commissioning new research to inform annual RDAP reviews and the drafting of future plans					
1.1.6	Supporting government to undertake annual reviews of existing RDAP until 2020, and develop new RDS and RDAP for the period 2021 – 2024					
	Intermediate result 1.2: Improved governance and coordination mechanisms for rural development					
1.2.1	Supporting government to improve integration of governance and coordination systems for rural development					
1.2.2	Supporting organized civil society, private sector and rural communities for more active engagement and participation in rural development					
1.2.3	Supporting regional authorities and municipalities for more active engagement and participation in rural development					
1.2.4	Creating the conditions for an effective learning network on rural development in Georgia					
	Output 2. Improved rural economic diversification, employment and services					
	Intermediate result 2.1: Targeted interventions delivered in the 6 rural development areas supported by ENPARD for improved rural economic diversification, employment and services					
2.1.1	Assessment of the priorities for economic diversification and respective programmes in target municipalities					
2.1.2	Development of specific priorities and delivery mechanisms to support economic diversification measures in the target municipalities					
2.1.3	Support to implementation and monitoring of priority measures across selected areas in the target municipalities					
	Intermediate result 2.2: Best practice models and innovative practices disseminated and shared across Georgia					

¹³ The duration of the Project is 59 months. Therefore, the Workplan implies 11 months of 2022

Outputs, activities/sub-activities		2018	2019	2020	2021	2022 ¹³
2.2.1	Research into best practice models and innovative approaches for successful rural development undertaken and results disseminated and published as guidance material					
	Output 3. Improved environment, sustainable management of natural resources and climate action					
	Intermediate result 3.1: Improved environment, sustainable management of natural resources and climate action					
3.1.1	Assessment of the priorities for sustainable management of natural resources and climate action and respective programmes in target municipalities					
3.1.2	Development of specific priorities and delivery mechanisms to support sustainable management of natural resources and climate action in the target municipalities					
3.1.3	Support to implementation and monitoring of priority measures across selected areas in the target municipalities					
	Intermediate result 3.2: Promotion and public awareness campaigns on sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy					
3.2.1	Implementation of dedicated awareness campaigns on protection/sustainable management of natural resources, climate change, disaster risk management and use of renewable and alternative sources of energy					
	Output 4. Improved rural development governance and economic diversification, environment, natural resources and climate action in Ajara autonomous region					
	Intermediate result 4.1: Improved governance for effective implementation of the RDS, RDAP and related programmes in Ajara AR					
4.1.1	More relevant rural development strategies, plans and programmes adopted and implemented in Ajara AR					
4.1.1.1	An in-depth analysis of the gaps in evidence carried out to inform annual RDAP reviews and the drafting of future RDAP/RDS for Ajara AR					
4.1.1.2	Contribution by the Ajara AR RDAP 2018 – 2020 and the RDAP 2021-2024 to the unified Monitoring and Evaluation (M&E) framework					
4.1.1.3	Enhancing availability of evidence-based data and mapping information about rural development at regional and municipal level in Ajara AR					
4.1.1.4	Collection of evidence, good practices and lessons learned on LAG experience in Ajara AR					
4.1.1.5	Commissioning new research to inform annual reviews of the RDAP for Ajara AR and the drafting of future plans					
4.1.1.6	Supporting Ajara AR regional government to undertake annual reviews of existing RDAP until 2020, and design new RDS and RDAP for the period 2021 – 2024					
4.1.2	Improved governance and coordination mechanisms for rural development					
4.1.2.1	Supporting Ajara AR regional government to improve integration of governance and coordination systems for rural development					
4.1.2.2	Supporting organised civil society, private sector and rural communities in Ajara AR for more active engagement and participation in rural development					
4.1.2.3	Supporting Ajara AR regional authorities and municipalities for more active engagement and					

Outputs, activities/sub-activities		2018	2019	2020	2021	2022 ¹³
	participation in rural development					
4.1.2.4	Creating the conditions for an effective learning network on rural development in Ajara AR					
	Intermediate result 4.2: Improved rural economic diversification, employment and services in Ajara AR					
4.2.1	Targeted interventions delivered in the 2 rural development areas supported by ENPARD for improved rural economic diversification, employment and services					
4.2.1.1	Assessment of the priorities for economic diversification and respective programmes in target municipalities of Ajara AR					
4.2.1.2	Development of specific priorities and delivery mechanisms to support economic diversification measures in the target municipalities of Ajara AR					
4.2.1.3	Support to implementation and monitoring of priority measures across selected areas in the target municipalities of Ajara AR					
4.2.2.	Best practice models and innovative practices are shared across the target areas					
4.2.2.1	Research into best practice models and innovative approaches in Ajara AR for successful rural development undertaken and results disseminated and published as guidance material					
	Intermediate result 4.3: Improved environment, sustainable management of natural resources and climate action in Ajara AR					
4.3.1	Targeted interventions delivered in the 6 rural development areas supported by ENPARD for the environment, the protection and sustainable management of natural resources and climate action					
4.3.1.1	Assessment of the priorities for sustainable management of natural resources and climate action and respective programmes in target municipalities of Ajara AR					
4.3.1.2	Development of specific priorities and delivery mechanisms to support sustainable management of natural resources and climate action in the target municipalities of Ajara AR					
4.3.1.3	Support to implementation and monitoring of priority measures across selected areas in the target municipalities of Ajara AR					
4.3.1.4	Promotion and public awareness campaigns on sustainable management of natural resources, disaster risk management and use of renewable and alternative sources of energy in Ajara AR					
	PROJECT MANAGEMENT, MONITORING AND EVALUATION					
	Management, monitoring, reporting					
	Mid-term evaluation					
	Final evaluation					

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

7.1. COST EFFICIENCY AND EFFECTIVENESS

Costs incurred in project implementation will focus only on those actions required to provide key support to rural development national and sub-national stakeholders in undertaking strategic interventions to improve quality of life in rural areas and achieve the results set under the National and Ajara AR Rural Development Strategies.

To accomplish this, the project will seek to complement and build upon the current activities already underway in the field (including ENPARD 2 and other donors' projects).

According to the Theory of Change of the Project the resources will be primarily used for:

- participatory based planning of technical assistance to national and sub-national institutions and stakeholders,
- effective targeting of rural beneficiaries by the state budget and the project resources,
- comprehensive planning of the targeted municipal level interventions for economic diversification and environment,
- proper monitoring and evaluation systems design and functioning.

The Project will coordinate with different donor supported agencies (USAID, GIZ, ADA, SDC and others) in planning of national and municipality level interventions for ensuring effective synergy both at national institutional level and at the community and municipal levels.

The Project will be managed in close coordination among UNDP Country Office Programme dimensions: Democratic Governance and Energy and Environment for joint planning of respective activities.

Wherever possible, the project will use the competencies and technical skills within the mandated government institutions and other national agencies to implement project activities.

7.2. GOVERNANCE ARRANGEMENTS

UNDP will be responsible for the execution of all the project activities and provision of inputs, including implementation of all support services and management of all project funds.

The action will be coordinated by a **project Steering committee** composed of representatives from national and Ajara governments, UNDP and the European Union. A proposed structure is presented in the chart below, subject to final validation, for which specific ToR will be developed and agreed upon with the EU and the government immediately after the project starts, including reference to the coordination arrangements with the "FAO support to Georgian agricultural sector under ENPARD III" project implemented by FAO under ENPARD III. The Steering committee is expected to provide overall guidance and decision-making support during all phases of project implementation, and will grant final approval of municipal assessment reports, subsequent municipal proposals and contracts related to the delivery of rural services. The project Steering committee is proposed to meet every 3 months, although meetings could be called by any of the members at any time to discuss any particular issue of concern.

As detailed under sections referring to Outputs 2, 3 and 4, for the service delivery support in the 8 municipalities supported by EU rural development pilot projects, LAGs will play a central role in consultations over the type and extent of priority interventions, as well as for the monitoring of and evaluation of these actions, in close coordination with the project and the implementing partners for these pilot projects. In addition to this and when relevant, ad-hoc review committees (RCs) at central and Ajara levels will be created, consisting of concerned government entities, UNDP, FAO and EUD, among others, in order to review and discuss relevant municipal assessments and sub-project proposals related to the direct delivery of services, providing an informed opinion to the project Steering committee.

7.3. Management arrangements

The Project Steering committee and implementation structure is presented in the chart below.

The key project management functions will be shared between the Project Manager and the Project Technical Leader, forming jointly a project management team, as follows:

The **Project Manager** will be in charge of:

- *Administrative oversight and internal controls*, in procurement, recruitment, financial management, administration and HR processes will be exercised by the Project Manager with a respective management experience and a solid understanding of UNDP procedures. The Manager will be responsible to ensure that project implementation is in line with the conditions set forth through the EU-UNDP agreement, and all UNDP rules and regulations are respected throughout project implementation.
- *Coordination and supervision of institutional relations with concerned government institutions*, including senior government officials, regional and local administrations so as to ensure timely and appropriate institutional ownership and engagement in rural development, including, primarily, for the implementation of activities under Outputs 1 and 4.1 under this project.

The **Project Technical Leader** will be in charge of:

- *Coordination and technical supervision of rural development policy and implementation*, including all required technical inputs and contributions to the sector, so as to ensure sound consistency across all project objectives at national and Ajara level; timely and appropriate implementation of activities primarily under Outputs 2, 3, 4.2 and 4.3 under this project
- *Representational tasks* of the project in relevant fora and events;
- *Communication and reporting to the EU Delegation*.

The Project Manager and the Project Technical Leader will be jointly accountable towards the project Steering committee for achievement of the project objectives. Internally within UNDP, the project manager will report to UNDP Economic Development Team Leader, and the Project Technical Leader will report to UNDP Deputy Resident Representative.

In addition, as part of the Project Core Team, UNDP will engage the following Coordinators:

Three Sectoral Coordinators in (a) Institutional Capacity Development, (b) Economic Diversification and (c) Environment: The Coordinators will be responsible to lead activities as specified in the respective outputs of the project; they will provide coverage to national as well as Ajara component of the project. Sectoral coordinators will receive management oversight in reaching set targets and objectives by the Project Manager and receive the content and quality guidance by the Project Technical Leader in line with the matrix management modality.

One Geographical Coordinator for Ajara who will lead the project implementation in the Ajara region, in close coordination with and under direct supervision of the Project Manager and Project Technical Leader. As part of the functions, s/he will enjoy support from the three Sectoral Coordinators in Ajara.

Project support staff, including M&E specialist, Project Officer, Administrative/Finance specialist and driver/logisticians, who will support implementation of all project outputs nationwide and in Ajara.

The Economic Development Team Leader (ED TL) will provide overall quality assurance, oversight and monitoring of the project to ensure that the project produces the results (outputs) specified in the project document and compliant with the required standard of quality and within the specified constraints of time and cost. The ED TL will provide liaison support with counterparts as needed, oversee reporting (both for the EU delegation and internal UNDP reporting), provide additional analysis of risks and mitigation measures, ensure coherence and promote cooperation between this project and other relevant UNDP projects. UNDP ED Team Leader will be charged through direct project costs for the time spent directly attributable to the implementation of the Project, not exceeding 25% of the working time.

The *UNDP Programme Associate*, based in Tbilisi, will provide quality assurance for financial matters and reporting and advice project personnel on financial, administrative and reporting procedures. The UNDP Programme Associate will be charged through direct project costs for the time spent directly attributable to the implementation of the Project, not exceeding 10% of the working time.

The Project Assurance team will act as an objective quality monitoring agent, will verify the project progress, its products' or outputs' quality.

UNDP will convey the administrative support services to the project implementation, implying undertaking administrative, financial, procurement and recruitment services according to its rules and regulations.

Project Steering committee and implementation structure is presented in the chart below

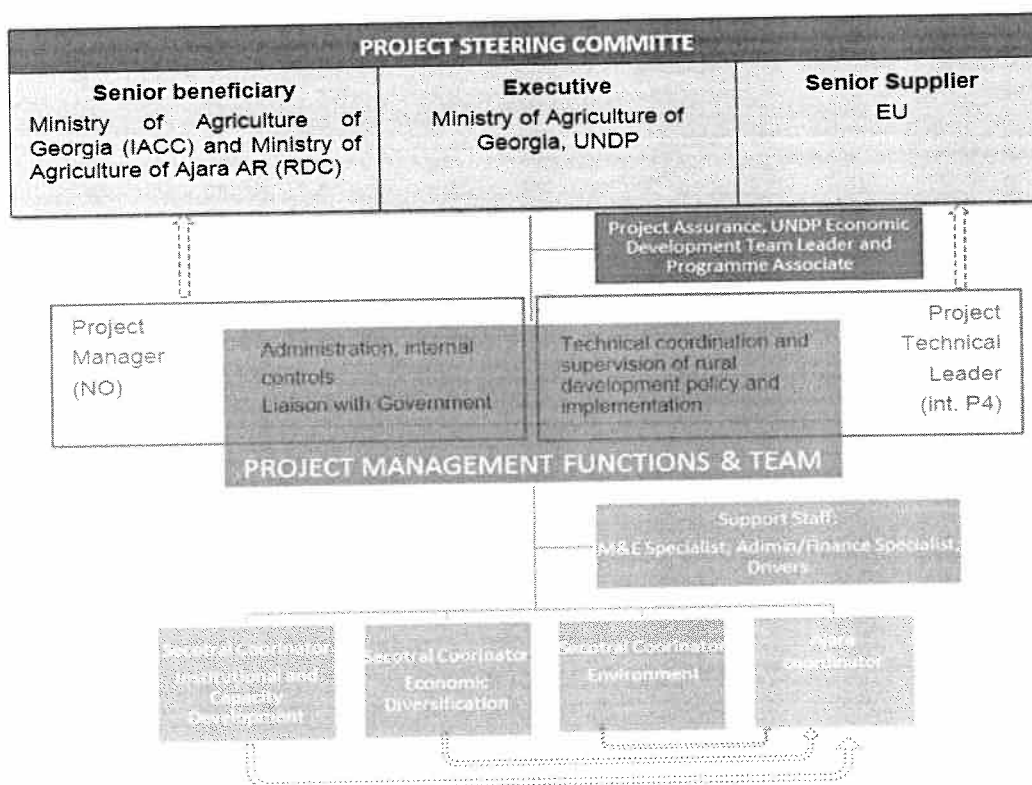


Figure 1. Project organizational chart

7.4. Project Office Costs

The Project will cover all costs required to implement all project activities, as listed in Annex III –Budget for the Project.

The Project will have 2 project offices, one in Tbilisi and the other in Batumi. The Project budget includes the following costs for both offices:

- rental costs, including security charges, for Tbilisi and Batumi offices, (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- Cost of IT and telecommunication for both offices (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- Cost of Utilities for Tbilisi and Batumi offices (Electricity, water, heating, etc) (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- Consumables and stationery supplies for operation of Tbilisi and Batumi offices (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- Maintenance, insurance, fuel and depreciation costs for Tbilisi and Batumi vehicles (shared with and funded by ENPARD II in 2018, 100 % thereafter)
- IT/Computer and office equipment purchase and maintenance for Tbilisi and Batumi offices
- Costs of travel and field trips for the project activities.
- Costs of project communication and visibility activities (as spelled out in the communication and visibility plan)

Below is the list of project staff whose costs will be charged to the Project, and whose functions have been specified above:

1. **Project Manager (SB4Q3), (Shared with and funded from ENPARD II in 2018, 100% thereafter)**
2. **Project Technical Leader (P4), 100%**
3. **Sectoral Coordinator: Institutional Capacity Development (SB4Q1) (Shared with and funded from ENPARD II in 2018, 100% thereafter)**

4. **Sectoral Coordinator: Economic Diversification (SB4Q1), 100%**
5. **Sectoral Coordinator: Environment (SB4Q1), 100%**
6. **Geographical Coordinator for Ajara (SB4 Min) (Shared with and funded from ENPARD II in 2018, 100% thereafter)**
7. **Liaison/Administrative Finance Assistant (SB3 Min), (Shared with and funded from ENPARD II in 2018, 100% thereafter)** : responsible for technical support in financial, contractual and organisational matters.
8. **Monitoring and Evaluation Specialist (SB4 Min), (Shared with and funded from ENPARD II in 2018, 100% thereafter)** responsible for the project related M&E activities and the support to development and implementation of the institutional M&E systems related to RD Strategies (National and Ajara) and respective Action Plans.
9. **Project Officer (SB3 Mid), (Shared with and funded from ENPARD II in 2018, 100% thereafter) Batumi** : to liaise with, and provide support to Sectoral Coordinators for implementation of rural development policy supporting activities in relevant sectors in Ajara AR.
10. **Driver/logistician in Tbilisi and Batumi offices ((shared with and funded from ENPARD II in 2018, 100% thereafter)**
11. **Cleaners in Tbilisi and Batumi offices shared with and funded from ENPARD II in 2018, 33% thereafter**

The following UNDP staff, providing quality assurance of the project will be partially charged to the Project throughout the project duration:

1. **Economic Development Team Leader (NoB – 20%)**: responsible for quality assurance of the project, supporting the project Steering committee, facilitating coordination within UNDP, other UN agencies and concerned stakeholders.
2. **Programme Associate (G6, 10%)**: responsible for providing administrative advice and supporting project implementation from the Country Office. S/he will provide administrative, financial, contractual, reporting and procurement related support to ensure compliance of administrative processes with respective UNDP rules and regulations, and the respective Country Office Standard Operational Procedures.
3. **CO monitoring support (SB4-Q1, 5%)**: will be responsible for monitoring and evaluation function for the entire project ensuring compliance to UNDP and EU standards monitoring and evaluation.

Country Office staff (Economic Development Team Leader, Programme Associate and Monitoring Support), who dedicate part of their time to this project throughout its duration, will keep the accurate record of the time dedicated to the project (timesheet), verified/approved by their supervisors on a monthly basis, and the project will be charged according to the actual time worked for the project, up to the maximum of the percentages specified above.

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the government of Georgia and UNDP, signed on 1-Jul-1994. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

The project will be implemented by the Ministry of Environmental Protection and Agriculture ("Implementing partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - c) 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;
 - d) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
8. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
9. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml.
10. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
11. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

12. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
13. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
14. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
15. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
16. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

17. *Option 1:* UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that has been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

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

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

18. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
19. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
20. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES:

Annex 1. List of activities for rural service delivery support under Intermediate results 2.1, 3.1, 4.2 and 4.3

Annex 2. Risk Analysis

Annex 3. Visibility and Communication Plan

Annex 4. Social and Environmental Screening

Annex 5. Project Quality Assurance Report

LIST OF ACTIVITIES FOR RURAL SERVICE DELIVERY SUPPORT UNDER INTERMEDIATE RESULTS 2.1, 3.1, 4.2 AND 4.3

This Annex present the detailed list of activities for rural service delivery support to the population in the 8 target municipalities of Lagodekhi, Dedoplistskaro, Tetrtskaro, Borjomi, Akhalkalaki, Kazbegi, Keda and Khulo under Intermediate results 2.1, 3.1, 4.2 and 4.3 of the project.

The activities are focused on the improvement of rural economic diversification, employment and services, the sustainable management of natural resources, and climate action.

The list of proposed activities are based on a preliminary field assessment carried out jointly by UNDP and FAO in the target areas, considering the priorities under national, Ajara regional and local development strategies, the lessons learnt from the 8 pilot projects, as well as available information from other rural development initiatives supported by Government, donors and the private sector.

On this basis, the priority activities are listed under 3 components:

- A. Rural economic diversification
- B. Skills development
- C. Natural resources and climate action

For each of the proposed activities, the final selection of individual components, the choice of implementation mechanisms, geographical coverage and target beneficiaries will be validated after completion of the assessment and development phases of the project.

Concerning the implementation mechanisms, in principles there is a preference for the use of state programmes, since this will further enhance national ownership and sustainability. In cases such approach is proved not feasible, the project will deliver services directly through UNDP and selected implementing partners.

With regards to the geographical coverage, in principles the activities are to be implemented within the territories of the 8 target municipalities, although not all 8 municipalities are expected to benefit from all activities at the same time, depending on relevance, feasibility and budget availability. Exceptionally, when relevant to identified needs and priorities, the project will extend the delivery of services to other municipalities, under any of the following criteria:

- supporting the provision of targeted rural services by single administrative units or private sector providers for which competences cover territories beyond the municipal boundaries of the 8 municipalities supported by ENPARD, be it public or private units (such as in the case of Protected Area Administrations, or vocational service providers);
- supporting the provision of targeted rural services requiring the participation of other municipalities as envisaged on relevant legal documents or formal agreements, or when such participation proves to bring tangible positive effects to any of the 8 municipalities supported by ENPARD (such as in the case of inter-municipal services for waste collection and transport, or joint tourism plan agreements)

Concerning the target beneficiaries, under each respective activity the project will include guidance and technical support to selected implementing partners as required for ensuring appropriate delivery of services to the final beneficiaries. For the latter, the activities will specify the details of all direct beneficiary groups, and how they will be reached. In particular, it will include information on the preferential access conditions that will be applied to ensure the participation of women, youth, people with disabilities, IDPs, ethnic minorities and other groups as direct beneficiaries.

The strategic approach for the final selection of direct support activities will be based on their added value to existing initiatives, opportunities for expansion and improved quality of related services and the potential for territorial integration and multi-sector interventions to have a wider impact on rural living conditions.

More specifically, the selected activities are expected to provide the following added-value elements:

- complementary support to existing actions implemented under existing local development strategies;
- active generation and exchange of experiences and lessons learned for further replication to other rural areas;
- stronger inter-institutional coordination for design and implementation of actions;
- stimulus for national institutions to design and use effective M&E systems to evidence success.

Find below the list of proposed service delivery activities under their respective sub-sector:

SUB-SECTOR A: RURAL ECONOMIC DIVERSIFICATION

Activity A.1: Rural entrepreneurship support

Primary agriculture is currently the major economic activity in rural areas and more than 50% of population is involved in the sector. Given the limited scope for the expansion of agriculture, both in social and economic terms, it is necessary to support the development of other rural businesses, as this has proven to have a more direct positive impact on rural living conditions, including job creation and income generation.

The support to private sector development and especially Small and Medium Enterprises (SMEs) are among the main priorities of the government of Georgia through programmes implemented by the Ministry of Economy and Sustainable Development (MoESD). The government adopted the SME Development Strategy 2016-2020 with the aim of supporting SME development through increase of private sector competitiveness under various measures.

Under the MoESD, the agency Enterprise Georgia has been established with the aim to support entrepreneurship development, and the state programme "Produce in Georgia" provides concessional loans and grants to the private sector, namely to commercial enterprises, industry and agriculture (including food processing). In rural areas, however, the outreach is still low and the programme needs to combine micro and small enterprise support with dedicated advisory services.

In this context, the project will provide dedicated entrepreneurship support for expanded focus and coverage of related public programmes in target rural areas, considering their still limited presence there, by means of incentives for the establishment of rural SMEs, with emphasis on improving business climate, skills and access to finance.

In principles, the support will entail investment grants and business advisory services to selected rural SMEs through blending schemes under targeted rural public programmes financed by the MoESD, using calls for proposals. To this end, the project will provide financial and technical support to Enterprise Georgia for the implementation of these schemes. The technical assistance will target the support for the adoption of improved strategic approaches in support to rural SMEs; to increase awareness and facilitate access to potential applicants; to assess business viability, profitability and sustainability during selection; and to enhance managerial skills during implementation and monitoring of the supporting actions.

Activity A.2: Rural tourism development support

As part of the needs identified under the previous activity, the development of rural tourism and services is very relevant to the Georgian economy, and specific support to this sector needs to be at the core of the development of rural businesses for a more direct positive impact on job creation and income generation in rural areas.

In recent years the tourism sector in Georgia has been characterized by growing trends and has a big potential to support economic development. Many regions and rural territories have good potential for the development

of various types of tourism, but most still lack appropriate infrastructure, services and professional skills, as well as more diversified tourist offerings and products. Even in the more advanced regions there are shortcomings which need to be addressed, including lack of suitable and sufficient accommodation facilities, low quality of tourism skills and services and limited tourism products on offer.

The government adopted the Tourism Development Strategy 2025 and put considerable investments for the development of tourism infrastructure as an incentive to increase the involvement of the private sector. The strategy aims at developing sustainable tourism, promoting tourism potential and supporting related income generating opportunities.

The Georgian National Tourism Administration (GNTA) and Enterprise Georgia, both under the MoESD, provide public support to the tourism sector. In rural areas, public programmes assist in the development of small tourism infrastructure, related services and products. While the Ministry of Regional Development and Infrastructure (MRDI) supports the improvement of rural and tourism-related public infrastructure under its Regional Development Fund (RDF) and related programmes, Enterprise Georgia supports the private sector for the development of accommodation and other touristic facilities in the regions as part of the financial support to SMEs. The same applies under the Ajara Department for Tourism and Resorts (DTR) authority in the region.

In this context, the project will provide dedicated entrepreneurship support to the tourism sector under related public programmes by Enterprise Georgia, the GNTA and the Ajara DTR in target rural areas by means of incentives for the establishment of rural tourism-related SMEs, with emphasis on improving business climate, skills and access to finance. In principles, the support will entail investment grants and business advisory services to selected rural SMEs in the tourism sector through a blending scheme under targeted rural public programmes financed by the MoESD, using calls for proposals. Dedicated technical assistance will target the support for the adoption of improved strategic approaches in support to rural SMEs in the tourism sector; to increase awareness and facilitate access to potential applicants; to assess business viability, profitability and sustainability during selection; and to enhance managerial skills during implementation and monitoring of the supporting actions.

In addition, the project will provide financial support to the MRDI for the support to tourism-related infrastructure in order to facilitate and expand the presence of the private sector in the target rural areas. In principles, the support will entail investment grants for selected rural tourism infrastructure through a blending scheme under targeted rural public programmes financed by the MRDI. Dedicated technical assistance will target the support for the adoption of improved strategic approaches in support to rural infrastructure in the tourism sector and to enhance managerial skills during implementation and monitoring of the supporting actions.

SUB-SECTOR B - SKILLS DEVELOPMENT

Activity B.1: Rural VET support

As described in previous activities, the deficit of skills on the labor market is treated as one of the major impediments for development by national and local stakeholders, particularly for economic diversification in rural areas.

The provision of vocational education and training (VET) services is considered as the main tool for increasing skills and employability of job seekers. To this end, the government has developed a VET Sector Development Strategy aiming at improving access to quality vocational education to individuals from all segments of the society, including the disadvantaged and vulnerable population, to foster the actualization of their potential and economic well-being.

At present there are no formal and institutionalized training programmes provided by the public sector. So far, the government has launched nation-wide trainings for job seekers led by the Ministry of Labor, Healthcare and Social Aid (MoLHSA), and is planning to launch a new market-oriented training programme under the Ministry of Education and Science (MoES) implemented by private sector. The Ajara Ministry of Education, Culture and Sport (MoECS) is responsible for providing VET support in the region.

One of the main challenges of the sector is how to develop a relevant strategy enabling the implementation of a flexible VET system capable to produce a higher impact on active employment through more appropriate and effective acquisition of skills by the current and future economically active population. So far, the government has started the shifting to dual-type systems promoting work-based learning which combines theoretical and practical knowledge with support from private sector, improving learning methodologies and tools, upgrading systems for teachers' skills development and supporting private sector providers.

In this context, the project will provide dedicated support to improve availability and quality of VET services for the population of the target rural areas, and will ensure that the assistance to the needs related to skills identified under other project activities are appropriately channeled through relevant VET services available for the population of the target areas, when required.

In view of the gradual involvement by the public sector, the project will assist in the strengthening of relevant public-private partnerships in order to make more and better VET services available to the target population.

In principles, the support will entail investment grants and business advisory services to selected public and private VET colleges in order to facilitate access to the population of the target areas through blending schemes under targeted rural public programmes financed by the MoLHSA, the MoES and the Ajara MoECS, using available service providers or, in their absence, through calls for proposals. Dedicated technical assistance will target the support for the adoption of improved strategic approaches in support to rural VET; to increase awareness and facilitate access to potential students; to assess college viability, profitability and sustainability during selection; and to enhance managerial skills during implementation and monitoring of the supporting actions.

SUB-SECTOR C – NATURAL RESOURCES AND CLIMATE ACTION

There is high reliance on carbon-intensive energy sources in rural Georgia, where 70-80% of energy needs are covered with wood and other conventional sources. As a consequence, the extensive use of fuelwood and other inefficient biomass for cooking, heating and warm water in rural Georgia has direct negative consequences on the environment and the climate, as chopping down trees for fuelwood is causing forest and land degradation and generate sizeable carbon emissions. It also represents a high burden for rural households in terms of public health, due to indoor air pollution, and generates negative social and economic impacts due to illegal logging and trading of timber, as well as its high purchasing cost.

In 2017 Georgia ratified the Paris Agreement on climate change including a nationally determined contribution (NDC) to reduce greenhouse gas (GHG) emissions. As part of the NDC, Georgia has submitted to the UNFCCC several NAMA (Nationally Appropriate Mitigation Action) including in forestry and rural energy sectors, which the project is intended to support.

Activity C.1: Forest management support,

Georgian forests are considered as unsustainably managed, thus this practice causes serious forest degradation. Rural households suffer from widespread energy poverty, spending average 30% of their income on energy, and they lack access to finances and technologies to implement cleaner and more economic alternatives.

Climate change adverse impacts pose severe threats to Georgia's forests: rising temperatures, changes in precipitation patterns, reduced water availability, increased frequency of forest fires, as well as pests and disease outbreaks have reduced carbon sequestration ability of forests.

Forests cover 40% of the Georgian territory and at present their sustainable management is far from being well properly regulated pending the future adoption of a new Forest Code. For natural protected areas, which cover 7% of the territory, the Law on Protected Areas guides the mandate of a dedicated Agency for the sustainable management of its system's network.

Under the NDC, Georgia has prioritized three options for climate change mitigation activities in forestry sector, including protected areas: to establish sustainable forest management practices, to conduct afforestation / reforestation and assist natural regeneration, and expand the protected area system.

Under this component, Georgia submitted to the United Nations Framework Convention on Climate Change (UNFCCC) one NAMA for adaptive sustainable forest management in Borjomi-Bakuriani forest district, which covers one of the ENPARD target areas, and brings an innovative model for improved sustainable management of forests which has been successfully applied in other regions for the promotion of adaptation to climate change, co-benefits such as biodiversity protection, and improved resilience and socio-economic status of local communities.

On this basis, the project will provide support to pilot initiatives replicating the approach of this NAMA in target areas in order to gradually introduce and scale-up sustainable forest management measures and practices, taking into account existing management and operational plans adopted by Government for targeted forest districts and protected areas. Activities may include the sustainable exploitation of timber and non-timber forests products, afforestation / reforestation, natural regeneration, and support to the expansion of the protected area system.

Considering the innovative nature of this activity and the limited uptake by the public sector, the project will provide financial and technical support to specialised CSOs and private sector for the implementation of dedicated grant schemes to introduce and gradual upscale sustainable forest management practices with direct involvement of local authorities and rural communities in target areas.

In principles, the support will be provided through grants under calls for proposals for CSOs and private sector specialised in sustainable forest management, including investment grants and technical assistance for appropriate design, implementation and monitoring of pilot initiatives. In particular, the project will provide incentives for interested entrepreneurs to apply for businesses related to the sustainable exploitation of timber and non-timber forest products, including investment grants and advisory support services for enhanced business viability, profitability and sustainability. In addition, dedicated technical assistance will target relevant forest institutions for enhanced ownership and managerial skills during implementation and monitoring of the supporting actions.

Activity C.2: Rural energy efficiency and renewable energy support

As part of its NDC, Georgia submitted to the UNFCCC one NAMA promoting the efficient use of biomass for equitable, climate proof and sustainable rural development through the use of renewable energy sources in rural areas. The action is designed in an inclusive way through building capacities and enhancing cooperation among stakeholders for promoting the use and up-scaling of energy efficiency and renewable energy measures in selected rural areas.

On this basis, the project will provide support to pilot initiatives replicating the approach of this NAMA in target areas in order to gradually introduce and scale-up energy efficiency and renewable energy measures and systems.

Considering the innovative nature of this activity and the limited uptake by the public sector, the project will provide financial and technical support to specialised CSOs and private sector for the implementation of dedicated grant schemes to introduce and gradual upscale the use of solar water heaters, fuel-efficient wood stoves and energy-efficient insulation measures for selected social services, rural businesses and households in target areas.

In principles, the support will be provided through grants under calls for proposals for CSOs and private sector specialised in rural energy efficiency and renewable energy, including investment grants and technical assistance for appropriate design, operation and maintenance of systems by final beneficiaries. In particular, the project will provide incentives for interested entrepreneurs to apply for businesses related to energy efficiency and renewable energy, including investment grants and advisory support services for enhanced business viability, profitability and sustainability. In addition, dedicated technical assistance will target relevant energy-related institutions for enhanced ownership and managerial skills during implementation and monitoring of the supporting actions.

Activity C.3: Rural waste management support

One critical problem affecting rural areas in Georgia is the widespread littering of hazardous and non-hazardous waste due to uncontrolled practices and poor quality and coverage of waste collection systems,

which reach less than 74% of the population, the vast majority in urban areas. After adoption of the Waste Code, the Waste Management Strategy 2016-2030 and Action Plan 2016-2020, the Government increased the funding of waste-related infrastructure and equipment, although more resources are needed to enforce the application of fines against illegal dumping and the gradual establishment of waste-tariff systems for long term coverage and quality of operations.

Large parts of the 60 official landfills operate in rural areas without permit, and there are thousands of illegal dumpsites, which represent serious public health and environmental risks and reduce the attractiveness of rural Georgia for tourism and other recreational activities.

Waste legislation designates municipalities as the entities responsible for collection and transport of waste, while the Solid Waste Management Company of Georgia (SWMCG) is in charge of appropriate disposal. The content of the municipal waste management plans (MWMPs) to be submitted by 2018 will help identify specific needs and priorities, beside the gradual establishment of a separate system for hazardous waste management, the introduction of waste separation and recycling and the appropriate management of biodegradable waste, as foreseen by the national action plan.

Based on the above, the project will provide support to pilot initiatives for the improvement of waste management services in target rural areas in order to gradually improve quality and expand coverage of related services.

To this end, the project will provide financial and technical support to the SWMCG and the municipalities of the 8 target regions for the improvement of waste-related municipal services, as per respective MWMPs, including gradual closure of illegal landfills and dumpsites, appropriate management of hazardous waste and the introduction of systems promoting source separation, recycling and management of selected biodegradable waste streams, when relevant.

In principles, the support will entail investment grants and business advisory services to waste operators in the target areas through a blending scheme under targeted waste infrastructure programmes financed by the MRDI. Dedicated technical assistance will support selected waste operators, the SWMCG and responsible municipalities in order to improve their practices, enhance service viability, profitability and sustainability, and to reinforce ownership and managerial skills during implementation and monitoring of the supporting actions.

In addition, the project will provide financial support to environmental CSOs through grants under calls for proposals for intensive public awareness and active participation campaigns, as necessary for the required changes in behaviours and practices to support the implementation of the above referred measures for the improvement of waste services in the target areas.

RISK LOG

#	Description	Date Identified	Political Type	Probability & Impact	Countermeasures / Management response	Owner
1	High turnover of IACC and RDC (Ajara) member ministries staff and management and municipalities staff will decrease effectiveness of capacity development measures	14.09.2018	Political and Organizational	P = 3 I = 4	Effective planning and delivery of capacity development measures. Design of regular capacity development interventions targeting stakeholder institutions with due consideration of local authorities' staff change/turnover.	Project Manager/ Project Team
2	Decrease of state funding for implementation of national and Ajara RD funding	14.09.2018	Political	P = 3 I = 4	Relevant advocacy with national institutions, advocacy for designing multi-year strategy implementation Action Plans and relevant M&E frameworks which will inform the national and Ajara AR governments in needed resources.	Project Manager/ Project Team
3	Reluctance and inability of individual Ministries (national and Ajara) and other institutions to cooperate and channel project financial support through ongoing state programmes	14.09.2018	Organisational	P = 3 I = 2	Adjustment to the project strategy and introducing a direct delivery for the financial support for economic diversification and sustainable management of natural resources.	Project Manager/ Project Team
4	Reluctance and inability of individual Ministries (national and Ajara) and other institutions in replication of rural diversification measures	14.09.2018	Organisational Financial	P = 3 I = 4	Targeted TA and capacity development measures for replication of best practices of rural diversification. Production of lessons learned and lessons learned of the results of implementation of rural diversification in municipalities supported through ENPARD's pilot rural development projects for informing and supporting the replication and upscale.	Project Manager/ Project Team
5	Reluctance and inability of Ministries and other institutions (national and Ajara), as well as lack of state funding in replication of measures for sustainable management of natural resources	14.09.2018	Organizational Financial	P = 3 I = 4	Targeted TA and capacity development measures for replication of best practices of sustainable management of natural resources. Production of lessons learned and evidence of implementation of measures of sustainable management of natural resources in municipalities supported through ENPARD's pilot rural development projects for supporting and informing the replication and upscale.	Project Manager/ Project Team

VISIBILITY AND COMMUNICATIONS PLAN

1/ INTRODUCTION

Starting from January 2018, UNDP Georgia will be implementing the EU-funded programme "Improving the Delivery of Rural Services in Georgia" (ENPARD III), with the aim to address structural and systemic challenges that hamper rural development in Georgia and have a negative impact on the rural population and natural environment.

The European Union, with support from UNDP, will address these challenges by ensuring more diverse rural services delivered to the population in an efficient, effective and sustainable way. The project will support the improvement of rural development policy governance, rural economic diversification and sustainable environmental practices in target areas across rural Georgia, including Ajara Autonomous Republic, and will complement the initiative "FAO support to Georgian agricultural sector under ENPARD III".

The project will be implemented in partnership and close cooperation with the wide range of stakeholders, including the Government of Georgia, Government of Ajara Autonomous Republic, regional and municipal authorities, civil society and community organizations, local activist groups, academic institutions and the private sector, aiming to achieve the following results:

- Improved governance for effective implementation of the national Rural Development Strategy, Rural Development Action Plan, and other related programmes.
- Improved rural economic diversification, employment and services.
- Improved environment, sustainable management of natural resources and climate action.
- Improved governance for effective implementation of Rural Development Strategy, Rural Development Action Plan and related programmes in Ajara Autonomous Republic.
- Improved economic diversification, environment, natural resources and climate action in the region.

2/ OBJECTIVES

2.1/ Overall Objective(s)

This Communication and Visibility Plan contributes to the effective implementation of the project, by:

1. Sharing information with appropriate stakeholders and partners to facilitate the project implementation and encourage synergies where necessary.
2. Sharing information with the public to promote the project activities and increase awareness about the benefits and advantages of effective rural development.
3. Ensuring full visibility of the European Union's leading role in promoting rural development in Georgia, and communicating successful cooperation between the EU and UNDP in working together towards enhancing rural development policies and implementation mechanisms.

The above will be achieved in strategic coordination with the ENPARD Communication Unit and EU for Georgia initiative, in line with the Joint Visibility Guidelines for EC-UN Actions in the Field (<https://ec.europa.eu/europeaid/node/45481>) and the specific visibility guidelines standards as spelled out below in chapter 3.4.

2.2/ Target Groups

Target group 1 (for the overall objectives 1,2,3):

- The national and sub-national authorities in Georgia (including in Ajara AR), directly engaged in designing and implementing rural development policies. This primarily includes the following agencies and entities: the Inter-Agency Coordination Council for Rural Development (IACC), chaired by the Ministry of Environment Protection and Agriculture (MoEPA) of Georgia; Rural Development Policy

Unit at the Ministry of Environmental Protection and Agriculture (MoEPA); respective units in other Ministries; Rural Development Council respective governmental units in Ajara AR; Regional and Municipal authorities, especially in the 8 target municipalities.

- Public Agencies, such as the National Forestry Agency, National Agency for Protected Areas and their respective local units in the target municipalities.
- Civil society actors engaged in different areas of rural development. This includes non-governmental and community organizations across Georgia, as well as the Local Action Groups (LAG) established with assistance of ENPARD as the local rural development driving force.
- Donor community and international organizations engaged in the field of rural development.

Target group 2 (for the overall objectives 2,3):

- Georgia's population at large, in terms of familiarizing them with the rural development concept, European Union activities, and the EU's leading role as an instigator of rural development initiatives in Georgia.
- The population (potential beneficiaries) in the 8 target municipalities, with the focus on women, youth and vulnerable groups, such as minorities, Persons with Disabilities (PWDs) and Internally Displaced Persons (IDPs).
- Multipliers – the mainstream and social media in Georgia, able to actively disseminate information about development processes in the country.

Target group 3 (for the overall objective 3):

- International partners from the EU Member States interested to support Georgia's efforts in rural development.
- The population of the European Union, interested to find out about the EU's activities in the neighbourhood countries.
- Multipliers – the mainstream and social media in the EU, looking for information about development processes in Georgia.

2.3/ Specific Objectives

Specific objectives for the target group 1:

- Position rural development as one of Georgia's key national priorities.
- Increase awareness about the European Union support to rural development, ongoing activities and achieved results, and the role of UNDP in supporting this process. Encourage involvement and participation on different stages of the project implementation.
- Strongly communicate the leading role of the European Union (and UNDP) in working with the authorities, civil society and people of Georgia for introducing and implementing successful rural development models.

Specific objectives for the target group 2:

- Communicate Georgia's progress and challenges in rural development.
- Increase awareness about the European Union support to rural development in Georgia, and encourage participation of the target groups on different stages of project implementation.
- Strongly position the leading role of the European Union in promoting rural development in Georgia, and the role of UNDP in implementing the project.

Specific objectives for the target group 3:

- Strongly position the leading role of the European Union in supporting sustainable and inclusive development of Georgia, including effective rural development.

III/ COMMUNICATION ACTIVITIES

3.1/ Communication Tools

Communications and visibility activities, undertaken under ENPARD III, will be designed for specific target audiences described above, covering all consecutive stages of the project cycle, and will be implemented by the ENPARD III team with substantial support from the UNDP Georgia Communication Unit and ENPARD Communication Unit.

All activities will be agreed with and approved by the European Union Delegation in Georgia, in line with the Joint Visibility Guidelines for EC-UN Actions in the Field and the specific visibility standards as spelled out below in chapter 3.4.

In agreement with the ENPARD Communication Unit and European Union Delegation in Georgia, some specific communication activities will be highlighted by the initiative "EU for Georgia".

Coordination with the ENPARD Communication Unit, EU for Georgia and the EU Delegation in Georgia will be implemented through regular consultations, meetings and discussions, as well as through maintaining the calendar of the project events and campaigns.

The ENPARD III communication and visibility activities will utilize the following main tools:

1. **High-profile public events** to draw public attention to some specific highlights of the project implementation. This includes the project launch events in Tbilisi and Batumi, intermediate and summary presentations of the project results, commemoration of specific dates, and the annual Rural Development Conferences.
2. **Regular public events** to support the daily implementation of the project activities, ensure the regular circulation of information about the project and wide outreach to potential beneficiaries in target municipalities. This includes workshops, seminars, site visits and public discussions.
3. **Public campaigns** to reach out to the beneficiaries directly, raising awareness, encouraging engagement and ensuring wider public support to the rural development initiatives. This includes the communication campaign in eight target municipalities across Georgia.
4. **Websites** (corporate websites of UNDP in Georgia, ENPARD, and the EU Delegation in Georgia) to provide regular updates about rural development initiatives in Georgia.
5. **Social media** (corporate social media channels of UNDP in Georgia, ENPARD, and the EU Delegation in Georgia) to provide regular updates about the project activities, reach out to wider audiences beyond the target groups, and facilitate the engagement of stakeholders and public. ENPARD III will continue successful practices developed under the previous stages of the project – ENPARD I and ENPARD II, while exploring some additional social media tools and platforms. The emphasis will be made on the local and regional social media resources that provide effective information channels for reaching out to the rural population.
6. **Media** (mainstream media in Georgia and EU) to keep the project on the media radar and ensure regular and accurate coverage of the project implementation. ENPARD III will continue successful cooperation with the national media in Georgia, including the thematic TV shows of the Georgian Public Broadcaster, business-oriented TV shows on TV Maestro and TV Pirveli, and regular programmes of the Georgian Association of Regional Broadcasters (GARB). Furthermore, ENPARD III will be exploring more opportunities offered by the regional and local media in Georgia, including for the regional televisions, radio and print press.
7. **Multimedia content** (videos, photos, blogs, success stories and others) for media pitches in Georgia and

EU, as well as for enhancing the information circulated through the websites and social media.

8. **Distinguished visual identity** (brand-book, banners, rollups, press kit headers, social media covers, signs, stationary, publications) to strongly position the European Union as a lead supporter of rural development in Georgia, and role of UNDP in supporting this initiative, while underlining national ownership and recognising the role of implementing partners. The visual identity of ENPARD III will be based on the "EU for Georgia" brand, which will be agreed in advance with the ENPARD Communication Unit and the EU Delegation in Georgia, in line with the Joint Visibility Guidelines for EC-UN Actions in the Field and the specific visibility standards as spelled out below in chapter 3.4.

3.2 Communication Plan

Activity Number	Activity	Time	Message	Target Group	Communication Tool (see 3.1)	Expected Impact
1	Development of visual identity	January 2018	<ol style="list-style-type: none"> The European Union is Georgia's leading partner in promoting sustainable and inclusive rural development. The European Union works closely with the Georgian Government, UNDP and a wide range of partners and stakeholders for the success of rural development in Georgia. Rural Development benefits people across Georgia. 	All target groups	<ol style="list-style-type: none"> Distinguished visual identity 	<p>The activity contributes to the achievement of the overall communication and visibility objectives 1 – 3 and all specific objectives.</p> <p>It ensures the powerful positioning of the European Union across all target audiences.</p>
2	Arrangement of project launches in Tbilisi and Batumi	1Q2018	<ol style="list-style-type: none"> Rural development is one of the key national priorities of Georgia. The European Union is Georgia's principle supporter in rural development field. 	1 and 2	<ol style="list-style-type: none"> High-profile public events Websites Social media Media 	<p>The activity contributes to the achievement of the overall communication and visibility objectives 1 – 3 and all specific objectives.</p> <p>It ensures the effective kick-off of the project activities, while reflecting on the achievements of the previous stages (ENPARD I and ENPARD II) and reiterating the continued commitment of all involved parties and stakeholders to promoting rural development in Georgia.</p>
3	Arrangement of high-profile and regular public events	Continuous	<ol style="list-style-type: none"> Rural development benefits people across Georgia. The European Union is Georgia's principal partners in the field of rural development and is supported by UNDP in this process 	1 and 2	<ol style="list-style-type: none"> High-profile public events Regular public events Websites Social media Media 	<p>The activity contributes to the achievement of the overall communication and visibility objectives 1 – 3 and specific objectives for the target groups 1 and 2.</p> <p>It draws public attention to some specific highlights of the project implementation, ensures regular and accurate coverage of the project activities, and contributes to positioning the European Union as Georgia's key partner in rural development.</p>
4	Arrangement of media campaigns, including	Continuous	<ol style="list-style-type: none"> Rural development benefits people across Georgia. The European Union is Georgia's principal partners in the field of rural development, and is supported by 	2	<ol style="list-style-type: none"> Media Multi-media content 	<p>The activity contributes to the achievement of the overall communication and visibility objectives 2 and 3, and specific objectives for the target groups 2.</p>

Activity Number	Activity	Time	Message	Target Group	Communication Tool (see 3.1)	Expected Impact
	media tours to the project sites and media pitches		UNDP in this process			It specifically targets Georgia's population at large, rural population and national multipliers, ensuring regular and accurate coverage of the project activities. Indirectly this activity contributes to the overall objective 1 and specific objective for the target group 1.
5	Production and dissemination of success stories (articles, videos, photo stories, blogs)	Continuous	<ol style="list-style-type: none"> 1. Rural development benefits people across Georgia. 2. The European Union is Georgia's principal partners in the field of rural development, and is supported by UNDP in this process. 	2 and 3	<ol style="list-style-type: none"> 4. Websites 5. Social media 7. Multi-media content 	<p>The activity contributes to the achievement of the overall communication and visibility objectives 2 and 3, and specific objectives for the target groups 2.</p> <p>It specifically targets Georgia's population at large, rural population and national multipliers, ensuring regular and accurate coverage of the project activities.</p> <p>The content created under this activity will be instrumental for outreaching to the EU-based audiences, addressing the overall objective 3 and specific objectives for the target group 3.</p>
6	Information and awareness raising campaigns in 8 target municipalities	Continuous	<ol style="list-style-type: none"> 1. The European Union provides tangible support to the improvement of livelihoods, economic diversification and sustainable management of natural resources, targeting rural households and individuals. 2. The EU support provides an opportunity to all interested individuals (especially, women, youth, IDPs, minorities and PWDs) to engage and enhance their economic well-being. 	1 and 2	<ol style="list-style-type: none"> 2. Regular public events 3. Public campaigns 4. Websites 5. Social media 6. Media 	<p>The activity contributes to the achievement of the overall communication and visibility objectives 1 – 3 and specific objectives for the target groups 1 and 2.</p> <p>It ensures the recognition of rural development advantages by decision-makers, wider support at the municipal level and effective outreach to the rural population.</p>

Activity Number	Activity	Time	Message	Target Group	Communication Tool (see 3.1)	Expected Impact
7	Rural Development Conference	Annually (2018-2022)	<p>1. The Government of Georgia follows good practice of rural development which is one of the key national priorities of Georgia.</p> <p>2. The European Union is Georgia's principle supporter in rural development field, and is supported by UNDP in this process.</p>	All target groups	1. High-profile public events	<p>The activity contributes to the achievement of the overall communication and visibility objectives 1 – 3 and specific objectives for the target groups 1 and 2.</p> <p>Specifically targeting the Georgia-based audiences, it contributes to spreading the message out to the public, professional communities, international organisations and national and sub-national stakeholders, as well as to effective advocacy to decision-makers.</p>

3.3 Indicators

How will the achievement of communication objectives be measured? Provide clear and measurable indicators for each activity planned. Include information on feedback that will be collected from participants during events. Add lines as necessary.

Activity #	Activity (see 3.2)	Indicator(s)	How will the indicator be measured?
1	Development of visual identity	<ul style="list-style-type: none"> At least 1000 units of visibility items produced and distributed, fully capturing the EU visibility and contributing to the visual identity of the project. 	<ul style="list-style-type: none"> Feedback from the donor. Feedback from the project stakeholders.
2	Arrangement of project launches in Tbilisi and Batumi	<ul style="list-style-type: none"> One event in Batumi and one in Tbilisi. High-level of representation ensured. Wide outreach in traditional and social media ensured – at least 10 mainstream and social media hits per event. 	<ul style="list-style-type: none"> Level of representation from the Government and national partners. Attendance record. Statistics and quality of media reports. Data of social media hits (likes, shares, views).
3	Arrangement of high-profile and regular public events	<ul style="list-style-type: none"> At least 4 high-profile events arranged. Appropriate representation ensured. Wide outreach in traditional and social media ensured – at least 8 mainstream and social media hits per event. 	<ul style="list-style-type: none"> Level of representation from the Government and national partners. Attendance record. Statistics and quality of media reports. Data of social media hits (likes, shares, views, comments). Feedback from the donor, beneficiaries, partners.
4	Arrangement of media campaigns, including media tours to the project sites and media pitches	<ul style="list-style-type: none"> At least 2 media tours arranged. At least 20 journalists/from 10 media outlets take part. Wide outreach in traditional and social media ensured – at least 10 mainstream and social media hits follow each of the media tours. 	<ul style="list-style-type: none"> Relevance of the media campaign programmes (selected locations of the media tours, activities to demonstrate to the journalists and persons to meet) to the project implementation cycle. Record of Attendance of the Tours. Statistics of follow-up media reports (TV stories, articles, blogs). Statistics of media interviews given out by the EU, UNDP and Government officials. Feedback from the donor, beneficiaries, partners.
5	Production and dissemination of success stories (articles, videos, photo stories, blogs)	<ul style="list-style-type: none"> At least 3 stories and 2 videos produced. Wide outreach in traditional and social media ensured – at least 2 pitches per story to the mainstream and social media. 	<ul style="list-style-type: none"> Relevance of the story topics to the project implementation cycle. Data of web and social media hits (views, likes, shares, comments). Statistics of publications on the national and international media platforms. Feedback from the donor, beneficiaries, partners.
6	Information and awareness raising campaign at the target municipalities	<ul style="list-style-type: none"> At least 800 applicants for direct project support At least 400 beneficiaries of the targeted municipality activities. Wide outreach in traditional and social media ensured. 	<ul style="list-style-type: none"> Reports of implementing partners. Data of publications, visits on web-pages, highlights of beneficiaries and programmes at media, attendants at public meetings.
7	Rural Development Conference	<ul style="list-style-type: none"> At least 60 participants per conference. High-level representation from the national and local authorities, civil society and business ensured. Wide outreach in traditional and social media ensured – at least 8 mainstream and social media hits per conference. 	<ul style="list-style-type: none"> Statistics of web and media highlights of the Conference Conference Report

3.4 Visibility Standards

EU Visual Identity: Use of EU logo

- All EU-funded projects must use the official EU visual identity (EU logo) as described below in all project communication materials and equipment;
- Anytime the EU logo is used, it must be **approved** by the EU project manager;
- In general, whenever the EU provides over 50% of funding for an initiative or project, on all related visibility materials:
 - The EU logo must be included and always be left of other logos/emblems and above or on the same level with other logos/emblems;
 - No other logo may be larger than the EU logo;

EU Logo: Programmes

- The following ENPARD-programme related LOGO should be used, unless otherwise specified by the EU Delegation:



The European Union
for Georgia

ENPARD: Support to Agriculture
and Rural Development



ევროკავშირი
საქართველოსთვის

ENPARD: სოფლისა და სოფლის მეურნეობის
კანფიტარების ხელშეწყობა

Press Releases and Media Advisories: Obligations

- For every significant project milestone/event the project must prepare a press release in English and Georgian;
- Press releases must be approved by the EU Delegation before the milestone/event and before being shared or posted publicly;
- Media advisories are not required, but if they are issued, they must be approved by the EU and follow the template for Press Releases.
- Specific provisions for the use of EU logo when the EU provides more than 50% of funding is as below:
 - EU logo always must be at the top
 - EU logo to the left of other logos/emblems, cannot be below any of them;
 - No logo can be larger than the EU logo;
 - If there is a government beneficiary logo: EU logo must be at least 1/3 of top logo space, government beneficiary logo 1/3, other partners 1/3.
 - If no government beneficiary logo: EU logo must be at least 1/2 of the top logo space; other partners 1/2.
 - Additional partner or implementer logos no larger than 2/3 of size of EU logo may be listed in the bottom.

Project Banners

- A project banner is required at all EU-funded project events and must be placed visibly;
- All project banners must be approved by the EU before printing;
- For Programme-specific logos, GE version should be used, unless EN is necessary;
- Other specifics for the use of EU logo when the EU provides more than 50% of funding is as follows:
 - EU logo always must be at the top of the banner;
 - EU logo to the left of other logos/emblems, cannot be below any of them;
 - No logo can be larger than the EU logo;
 - If there is a government beneficiary logo: EU logo must be at least 1/3 of top logo space, government beneficiary logo 1/3, other partners 1/3.
 - If no government beneficiary logo: EU logo must be at least 1/2 of the top logo space; other partners 1/2 .
 - Additional partner or implementer logos no larger than 2/3 of size of EU logo can be listed at the bottom.

Web Presence

- Each EU-funded project (including the UNDP implemented ENPARD III project) should exist online;
- It can be Facebook, organization website, dedicated project website, or similar;
- Must include basic project information (project description, EU logo, project contact information) ;
- Can also contain links to publications, photos, news updates etc.
- All web presences must include the EU disclaimer

Publications/Films/Websites

- All Publications/films/websites developed with EU funds must be approved by the EU before production of the material;
- All Publications/films/websites must contain the EU logo in line with provisions of chapters 3.4.3 and 3.4.4 above;
- All Publications must contain the following disclaimer(s) depending on language versions:
 - "This publication/film/website has been produced with the assistance of the European Union. Its contents are the sole responsibility of <contractor> and can in no way be taken to reflect the views of the European Union."
 - "წინამდებარე პუბლიკაცია/ფილმი/ვებსაიტი შექმნილია ევროკავშირის დახმარებით. მის შინაარსზე პასუხისმგებელია მხოლოდ

«კონტრაქტორი» და პუბლიკაციის შინაარსის ევროკავშირის პოზიციად აღქმა დაუშვებელია.»

Project Events: Requirements

- The EU must be invited to speak at all events: EU project manager is notified at least one week in advance, and scheduling of events should be flexible to allow EU presence at them;
- A press release in Georgian and English is prepared for each significant event, and approved by the EU PM before the event;
- There is a large banner with the EU logo visible at all project events;
- For major events, photos highlighting the event, EU presence, and EU visibility are shared with the EU at latest one day after the event.

The following will be paid a special attention:

- To hire a professional photographer for at least one milestone event;
- Where possible, avoid events in hotel conference rooms, try to find an interesting location, linked to the project;
- Include project beneficiaries and allow them to speak about project successes, include their quotes in the press release.

Invitations

- All invitations to project events and lists of invitees must be approved by the EU before being distributed;
- Invitations must comply with EU logo requirements spelled out above

Project Communication

- All public communication (press releases and media advisories, emails, invitations, newsletters, announcements) regarding EU-funded project activities must clearly state that the project is EU-funded, for example: “in the framework of the EU-supported project...”

Promotional Items

- All promotional items must be approved by the EU before being produced;
- The EU logo must be placed on all promotional items - other logos can be added following the points set out above

Subcontractors/Sub-grantees

- All visibility rules mentioned above apply to sub-contractors and sub-grantees under the projects;
- UNDP is responsible for the visibility activities of its subcontractors/sub-grantees.

IV/ RESOURCES

4.1/ Human Resources

The UNDP Team Leader in Economic Development, ENPARD III Project Manager, Project Technical Leader and Project Assistant will coordinate the overall communication and visibility activities of the project, in close consultation with the UNDP country office communications unit and ENPARD Communication Unit.

The UNDP Communication Analyst will be available for up to 20 days per year to assist with the major events, media campaigns, as well as with website and social media management.

External expertise will be hired for some specific activities, such the production of high-quality visibility items and arrangement of social media campaigns.

4.2/ Budget

Provide information on the budget required to implement the communication activities (in absolute figures and as a percentage of the overall budget for the action). Add lines as necessary.

Number	Communication Line Item	Amount (EUR)
1	Publications, newsletters & printed media	12,480
2	Visibility materials (including audio-video and visual identity materials)	9,984
3	Website & social media	5,990
4	High-profile events (including project launches)	7,488

TOTAL	EUR 35,942
PERCENTAGE OF PROJECT BUDGET	0.36%

In addition, the costs shown in the table below related to the respective visibility and communication actions, are reflected under activity budget lines as follows:

Number	Communication Line Item	Amount (EUR)
1	Information and awareness raising campaign at target municipalities (this cost is reflected in the project budget under activity 2.1.3)	33,280
2	Rural Development Conference (for 4 annual conferences). This cost is reflected in the project budget under activity 2.2.1)	120,216

TOTAL	EUR 153,496
PERCENTAGE OF PROJECT BUDGET	1.53%

SOCIAL AND ENVIRONMENTAL SCREENING

Project Information

Project Information	
1. Project Title	Improving Rural Development in Georgia (ENPARD III)
2. Project Number	00097870, Output numbers: 00101419/00108059
3. Location (Global/Region/Country)	Georgia

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project will be guided by the human rights based approach. All project activities will be based and will apply Human rights principles such as: Equality and non-discrimination, participation and inclusion, accountability and rule of law. Regional and local development will be approached as a means for safeguarding the basic rights of rights-holders (local citizens, women, vulnerable and other groups) and enabling proper satisfaction of their fundamental rights, needs and interests. Whilst, at the same time, it will provide the duty-bearers at central, regional and local level stronger capacities and opportunities to effectively fulfil their obligations and increase accountability.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project will seek to secure stronger representation of women in local and regional deliberations, as well as help local women to get empowered economically. Inter alia, in synergy with the UNDP Gender Equality project and the partner organisations supporting gender equality nation-wide, it will actively lobby for specific measures advancing local women to represent their interests among the constituency.

In the process of elaboration of the Rural Development Strategies and Action Plans, special surveys in respective regions will be carried out to identify the vulnerable and marginalized groups (rural women, IDPs, persons with disabilities, etc) and collect data on their specific needs. The outcomes of such surveys will be carefully taken into consideration and adequately reflected in the Rural Development Strategy Action Plans. Proper participation of representatives of the vulnerable and marginalised groups in the Action Plan working processes will be ensured.

Related to the above, the project will proactively seek an equal participation of women and men, when it comes to elaborating Action Plans in their region/municipality. Any sub-projects nominated for pilot funding by regional and local authorities will be assessed for gender sensitive benefits to the extent possible, and the sub-projects providing at least equal benefits to women (then men) will be especially encouraged.

The project support will encourage and pay a strict attention to participation of female staff members from the Ministries, regional and local administrations in training and other activities. The training providers will be encouraged to introduce topics of Gender Equality in their curriculum, where it may be applicable. Sex-disaggregated data will be collected and codified throughout the project activities, in all relevant circumstances.

Briefly describe in the space below how the Project mainstreams environmental sustainability

Environmental sustainability is at the core of rural development planning and strategy development. The proposed support will be implemented with the due consideration of the environmental impact having in mind institutional, policy and operational aspects.

The policy institution will be provided with technical assistance on following good practice of implementing environmentally sustainable policy through incorporating these aspects in the process for rural development strategy and action plan development and any further studies and study tours proposed by this initiative.

Relevant trainings and capacity development measures will be implemented for the staff of implementing partners and stakeholder organisations. The proposed support will promote sustainable natural resources management and raise awareness of climate change aspects and mitigation strategies.

UNDP and implementing partners will ensure compliancy of any equipment and other inputs procured with internationally recognised environmental standards.

Part B. Identifying and Managing Social and Environmental Risks

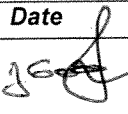
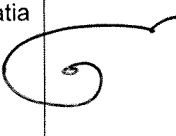
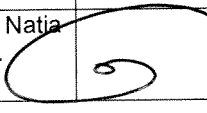
<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
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Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk: No risks identified	I = P =			

QUESTION 4: What is the overall Project risk categorization?	
Select one (see <u>SESP</u> for guidance)	Comments
<i>Low Risk</i> <input checked="" type="checkbox"/>	
<i>Moderate Risk</i> <input type="checkbox"/>	
<i>High Risk</i> <input type="checkbox"/>	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?	
Check all that apply	Comments
<i>Principle 1: Human Rights</i> <input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women’s Empowerment</i> <input type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i> <input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i> <input type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i> <input type="checkbox"/>	
<i>4. Cultural Heritage</i> <input type="checkbox"/>	
<i>5. Displacement and Resettlement</i> <input type="checkbox"/>	
<i>6. Indigenous Peoples</i> <input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i> <input type="checkbox"/>	

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁴	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No

¹⁴ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>		
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁵ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental	No

¹⁵ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁶	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No

¹⁶ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	<p>Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?</p> <p><i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i></p>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	<p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

PROJECT QUALITY ASSURANCE REPORT

Design & Appraisal Stage Quality Assurance Report

https://intranet.undp.org/sites/GEO/project/00097870/_layouts/15/p...

Design & Appraisal Stage Quality Assurance Report

Overall Project Rating: Highly Satisfactory

Decision: Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.

Project Number: 00097870

Project Title: Improving Rural Development in Georgia (ENPARD III) Objective: promote inclusive/sustainable growth, creating employment & livelihoods for the poor and excluded; improvement of inst. capacities for implementation of Rural Development Strategy.

Project Date: 01-Jan-2018

Strategic

Quality Rating: Highly Satisfactory

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project)

* 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time

2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.

1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

Evidence

Management Response

See p.12, Theory of Change of the project document

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)

3: The project responds to one of the three areas of development work as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (all must be true to select this option)

* 2: The project responds to one of the three areas of development work as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true to select this option)

1: While the project may respond to one of the three areas of development work as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

Evidence

See p.34 Results Framework of the project document

Relevant

Quality Rating: Highly Satisfactory

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)

* **3:** *The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option)*

2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option)

1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Not Applicable

Evidence

see chapter 1.6. ENGAGEMENT OF WOMEN, YOUTH AND OTHER GROUPS (IDPS, PWDS, MINORITIES) IN RURAL DEVELOPMENT and Annex I of the project document

Management Response

4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project)

* **3:** *Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.*

2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.

1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

Evidence

see chapter 1.5. RURAL DEVELOPMENT IN GEORGIA of the project document

Management Response

5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project)

3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)

* 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality (all must be true to select this option)

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

Evidence

See chapter 1.6. ENGAGEMENT OF WOMEN, YOUTH AND OTHER GROUPS (IDPS, PWDS, MINORITIES) IN RURAL DEVELOPMENT of the project document

Management Response

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select the option from 1-3 that best reflects this project)

* 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (all must be true to select this option)

2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.

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

Evidence

See chapter 3.3 PARTNERSHIPS AND STAKEHOLDERS ENGAGEMENT of the project document

Management Response

Social & Environmental Standards

Quality Rating: Exemplary

7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

* 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true to select this option)

2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.

1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence

Management Response

See Annex 5 of the project document

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project)

* 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true to select this option).

2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.

1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

Evidence

Management Response

See Output 3 of the project in the project document

9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following:

- Preparation and dissemination of reports, documents and communication materials
- Organization of an event, workshop, training
- Strengthening capacities of partners to participate in international negotiations and conferences

- Partnership coordination (including UN coordination) and management of networks
- Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- UNDP acting as Administrative Agent

* Yes

No

SESP not required

Evidence

Management & Monitoring

Quality Rating: Highly Satisfactory

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project)

* 3: *The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (all must be true to select this option)*

2: *The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (all must be true to select this option)*

1: *The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.*

Evidence

Management Response

see Results Framework of the project document

11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?

* Yes

No

Evidence

See chapter V. MONITORING AND EVALUATION of the project document

12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project)

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

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

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

Evidence

see chapter 7.3. Management arrangements of the project document

Management Response

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project)

* 3: *Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option)*

2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.

1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

Evidence

See Annex 2 of the project document

Management Response

Efficient

Quality Rating: Exemplary

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.

* Yes

No

Evidence

See chapter 3.3. PARTNERSHIPS AND STAKEHOLDERS ENGAGEMENT and Theory of Change of the project document

15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)

* Yes

No

Evidence

See chapter 3.3. PARTNERSHIPS AND STAKEHOLDERS ENGAGEMENT of the project document

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

* 3: *The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.*

2: *The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.*

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

Evidence

See Chapter 6.1 Budget of the project document

17. Is the Country Office fully recovering the costs involved with project implementation?

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

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

1: *The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.*

Evidence

See Chapter 6.1 Budget of the project document

Management Response

Effective

Quality Rating: Highly Satisfactory

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project)

* 3: *The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (both must be true to select this option)*

2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.

1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

Evidence

see Chapters 7.1. COST EFFICIENCY AND EFFECTIVENESS, 7.2. GOVERNANCE ARRANGEMENTS and VIII. LEGAL CONTEXT of the project document

Management Response

19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?

3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.

* 2: *Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.*

1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

Not Applicable

Evidence

The project envisages active participation of Local Action Group in selection of project interventions

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?

- Yes
- No

Evidence

see chapter 6.1. MONITORING PLAN of the project document

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

- Yes
- No

Evidence

GEN2

Management Response

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project)

- 3: *The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.*
- 2: The project has a work plan & budget covering the duration of the project at the output level.
- 1: The project does not yet have a work plan & budget covering the duration of the project.

Evidence

see chapter VI. MULTI-YEAR WORK PLAN of the project document

Sustainability & National Ownership

Quality Rating: Highly Satisfactory

23. Have national partners led, or proactively engaged in, the design of the project?

3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.

- 2: *The project has been developed by UNDP in close consultation with national partners.*
- 1: The project has been developed by UNDP with limited or no engagement with national partners.
- Not Applicable

Evidence

See chapter VIII. LEGAL CONTEXT of the project document and activity 4.2 1.2. of the budget demonstrating contribution of the government

24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):

* 3: *The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.*

2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.

2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.

1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.

1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.

Not Applicable

Evidence

see chapter 3.1. EXPECTED RESULTS of the project document

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

Yes

No

* *Not Applicable*

Evidence

The procurement will be conducted according to the UNDP rules and procedures

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

* Yes

No

Design & Appraisal Stage Quality Assurance Report

https://intranet.undp.org/sites/GEO/project/00097870/_layouts/15/p...

Evidence

see chapter 3.8. SUSTAINABILITY AND SCALING UP of the project document

Quality Assurance Summary/PAC Comments