### Country: Georgia

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: 2011-2015

### **I. EXECUTIVE SUMMARY**

The UNDP Country Programme in Georgia was approved by the UNDP Executive Board in 2009 and covers the period of 2010-2015. The Programme focused on three priority areas, 1) Poverty Reduction, 2) Democratic Governance and 3) Disaster Risk Reduction, supported by ten outcomes: 1.1 inclusive growth poverty alleviation; 1.2 access to decent work opportunities for vulnerable populations; 1.3 access to quality health, education and essential social services for vulnerable populations; 2.1. human rights, access to justice and gender equality; 2.2 Effective local self-governance; 2.3. Balanced legislative, executive and judicial branches of power; 2.4. Enhanced capacity of civil society and free and independent media; 2.5. Enhanced capacity of democratic institutions for informed policy making; 3.1 Disaster risk reduction (DRR) is a national and local priority; 3.2 Underlying disaster risk factors are reduced

Gender equality, conflict sensitivity, and a human rights-based approach were mainstreamed into all aspects of the programme. The UNDP Country Programme 2010-2015 for Georgia was developed and implemented in close partnership with the Government of Georgia, civil society, as well as UNDP’s international partners and donors.

As reflected in the 2011-2015 CPD/CPAP evaluation and UNDP Monitoring and Evaluation reports, during the period under review, the Country Programme has made an important contribution to the national development priorities in Georgia , including though strengthening capacities of electoral actors to administer free and fair elections and solidifying pluralization through advocacy and technical support in legal reform, voter and civic education. Government and UNDP partnership has led to greater protection of human rights, including through adoption of the first ever National Strategy on Human Rights and its Action Plan. Though the Country Programme, UNDP provided advice and technical assistance to the government to design decentralization reform and bring local decision-making closer to people. UNDP helped to restore vocational education as a critical instrument for labor skills development across the Government policy agenda, following two decades of regress. Through provision of technical/advisory services and transfer of knowledge, UNDP helped progress in conservation of biodiversity, sustainable use and management of natural resources (including forest, water, etc.), reduction of harm from hazardous chemical waste and climate change related risks. Notably, UNDP’s efforts as a leader in confidence building initiatives served as a critical anchor to protect space for future transformational change in Georgia’s relations with the breakaway regions within a highly turbulent regional political environment. UNDP helped Georgian government improve policy framework on Gender equality, including through supporting Gender Equality National Action Plan and revisions to Labor and Maternity legislation. Gender disaggregated data is now made regularly available by the National Statistical Service following fundamental UNDP assistance. The 2011-2015 CPD/CPAP evaluation further confirmed that the Country Programme made capacity development a prime strategy for promoting sustainable interventions, through *inter alia* focusing on appropriate policy advocacy and institutional improvements. UNDP has maintained excellent partnership with the Georgian government at central and local levels. The Country Programme led strategic partnership initiatives with other development stakeholders in the areas of governance, decentralization, crisis prevention and vocational education to promote greater synergies between various actions and positions that in critical circumstances have brought desired results while advocating jointly for policy changes vis-à-vis the government. UNDP has further capitalized on partnership with other UN agencies, including through launching several new UN joint programmes (Gender Equality, Health and livelihoods in conflict affected areas) as well as through more informal means of joint actions and advocacy. As a result, several new UN Joint Programmes will be launched in the near future in areas of Human Rights, Access to Justice and Gender Equality.

In the period 2011-2015, in partnership with international community and the Government of Georgia, UNDP mobilized and delivered programmes of a total value of over US$81 million[[2]](#footnote-2). The top six financial contributors to the Country Programme in Georgia included the EU, GEF,, SDC, SIDA, Government of Georgia and USAID.

### **II: Country Programme Performance Summary**

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| **Country information** | |  | | |
| **Country name: Georgia** | | | | |
| **Current country programme period: 2011-2015** | | | | |
| **Outcomes** | | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| ***1.1 National, regional and local level governments have capacity and skills to develop and steer national and local economic policies that promote inclusive growth and contribute to poverty alleviation*** | | $ **6,795,855** | * + 1. Number of regions with active economic development plans.     2. Availability of policy and operational measures enhancing small business development.     3. Availability of business support services in rural areas. | * + 1. All Georgian regions have active and resourced development plans.     2. Government (Ajara) and various institutions (NGOs in Shida Kartli and Samegrelo) and vocational colleges became operational in delivery of the services to urban and business development.     3. Agribusiness support services are in place in Pankisi (Akhmeta), Kaspi, Senaki, Ajara AR. SME supporting Business Incubator is operational in Batumi for urban businesses. |
| **UNDP Contribution:**  UNDP supported developed of Regional Development Plans in 6 Georgian regions. (notably in close cooperation with UNDP, GIZ has helped the remaining 3 regions using the same approach and methodology). Most importantly, the Plans serve as an instrument to mobilize the investment resources to the regions. Furthermore, in Ajara Autonomous Region, UNDP has strengthened capacities of the Government in agriculture development policy, as a vehicle for stimulating local economic development, and supported application of agribusiness development services providing farmers with opportunities to apply better business models in agriculture, including through formal cooperation.  CP Outputs:   * + 1. Increased capacities of national and regional and local authorities in economic development planning.     2. Private sector development with special emphasis on SMEs and start-ups in rural areas, supported through increased access to finance and business development services.     3. Business support services, e.g., training, consulting, targeting the poor are developed in rural areas.   Progress and Achievements:  Following active advocacy from UNDP, the government has introduced regional development planning as a key instrument for allocating investment resources across the country. This has marked the major shift away from the ad-hoc initiatives towards strategic planning for promoting development. As a further step forward, and to address the prevailing social and economic challenges in a systematic manner, the Government has created a long term development vision “Georgia 2020” which prioritizes development of private sector, competitiveness, human resources and infrastructure. Sectorial development strategies are also being produced, including for Agriculture and SME support. The government has also demonstrated greater social orientation and stimulus to private sector development, that is manifested through a number of state programmes initiated to support entrepreneurship, agriculture production, competitiveness, etc., that are envisaged to help business in urban and rural locations. Yet, unemployment, poverty and low productivity of rural economy remain as the most challenging public policy issues for the country, underpinned by unfinished transition to market culture and immaturity of economic and labour policies and institutions.  Lessons Learnt. UNDP’s supporthave resulted in improved capacities for implementation of development policies at national and sub-national levels. Though, development planning at central and local levels remain largely detached from each other. Therefore, the need remain to promote greater connection, coherence and synergies between development planning and other processes at national and sub-national levels. Furthermore, most of the regions still suffer from limited public resources for local development investments. Weak PPP and lack of potentially participatory development schemes further constrains local progress. | | | | |
| ***1.2 Vulnerable populations enjoy greater access to decent work opportunities*** | $ **6,169,075** | | 1.2.1 Share of people who get immediately employed as a result of UNDP vocational education training/retraining.  1.2.2 Responsiveness of the vocational programs offered by public vocational schools to the labor market.  1.2.3 Availability of special measures for facilitating employment of vulnerable groups of population. | * + 1. The employment level in 2013 is 33% (excluding self-employment data which is not accessible).     2. 71% of vocational programme respond to market needs (10 colleagues out of 14). New vocational standards and more advanced (modular) vocational education programmes are introduced in 8 agriculture professions responding to the needs of labour market.     3. No state-supported special measures in place to facilitate employment of vulnerable groups. |
| **UNDP Contribution:**  UNDP has been a lead supporter to the Georgian government in reforming the Vocational Education system in the country, first by promoting the VET as one of primary means for labor skills development, and then by introducing of the state of the arts, modern teaching methodologies, that responds to labour market needs most adequately. UNDP also developed learning infrastructure and teaching materials, as well as built new partnerships with international institutions and private sector for better education quality. As a result, there exists a pool of vocational colleges with competent staff, adequate infrastructure and quality teaching programmes to provide market responsive skills to the people.  CP Outputs:  1.2.1 Labor force competitiveness improved through vocational education, counseling and engagement of private sector, and responsible business practices are promoted.  1.2.2. Increased capacities of national and local authorities in development and delivery vocational education services.  1.2.3 Employment generation schemes tested and developed, targeting vulnerable population, including IDPs, people with disabilities, rural women and youth.  Progress and Achievements:  The Government has priorities reforming of Vocational Education and Training (VET) system as an instrument to promoting labor skills and competitiveness. The VET development strategy was approved in 2013 emphasizing the promotion of the availability of high quality vocational skills to flexibly meet the economy's labour requirements. The Government followed its commitments and introduced flexible models of VET that increased accessibility and quality of VET. UNDP being in the forefront of the Government policy has supported to introducing new models of VET in agriculture providing support in developing the new model of more effective model (modular teaching) by its piloting and support application. UNDP’s effective advocacy measures resulted in full scale application of modular teaching model, introducing new and revision of existing occupational profiles according to the labour market requirements . This model is considered to be the driving factor for improvement of the quality of VET resulting in effectiveness and result orientation of the teaching, addresses the market requirements having particular stress on skills development and involvement of the private sector in skills development.  Among the weak sides of the Government policy is slow progress in employment policy. The Ministry of Labour, Health, Labour and Social Affairs (MoLHSA) was made responsible for designing state employment policies, including labour market study, creation of information data base of existing vacancies and re-training of job seekers. Yet, the Government did not manage to fill the gap in employment policy by developing and application of active labour market policies.  Lessons Learnt: UNDP’s success in the VET was shaped by the linkages made between education and employment: VET in agriculture was accompanied by provision of extension service boosting productivity and incomes of self-employed. VET in non-agriculture sectors was complemented by active labour market policy initiatives supporting formal employment. This tactics ensured increased efficiency in supporting livelihoods of the target population. The employment policy by the government, though, require departure from the previously used fragmented approach towards more systematic and consistent measures. | | | | |
| ***1.3 Vulnerable groups enjoy improved access to quality health, education and essential social services*** | $ **12,380,531** | | Number of special social care mechanisms and/or services introduced for vulnerable. | 3 special social services introduced: mental health; social housing and services to IDPs. |
| **UNDP Contribution:**  UNDP has sought to expand and improve the provision of social services to vulnerable groups in a range of ways. One of UNDP’s primary knowledge products has been the Vulnerability Assessment (2013), which provides a baseline for social vulnerability issues, particularly looking at the situation focusing on IDPs and those living in high mountainous areas. UNDP spearheaded a number of social policy initiatives including social integration programs for internally displaced persons. Access to health services for women was enhanced through targeted interventions in the healthcare system including the reconstitution and reconstruction of several maternity wards across Abkhazia. The opening of several social service centres including three permanent voluntary testing and counselling centers, providing services to over a quarter of the population of Abkhazia (those who would not otherwise have had access to such services) was one of UNDP's main achievements in 2014.  CP Outputs:  1.3.1.Central and local government’s capacity to analyze, plan, implement and monitor inclusive social protection measures and services improved.  1.3.2. Number of inclusive social care services provided at central and local community level increased.  1.3.3. Multi-stakeholder partnership for the delivery of inclusive social services is established  1.3.4. Policies and standards for social services developed and promoted for vulnerable groups, including the disabled, IDPs etc.  1.3.5 Social integration programs for IDPs developed with cooperation of local communities and local self-government.  Progress and Achievements:  The government initiated major social reforms since 2013, including reform of the health sector, focusing on enhancing accessibility to the health care by all. Introduction of state sponsored universal health care insurance, allowing free of charge access to major services (ambulatory, emergency planned surgery, oncology, maternity, etc) was a major achievement that has already covered over 800,000 health cases since its inception in 2013. In 2014, the government has further expanded the scope of the service and introduced programmes targeting to Hepatitis-C patients, subsidizing the costs of medications by 60 %. As a result, Georgia stands out amongst the countries, with the affordable care provided to the Hepatitis C patients. These reforms has been a breakthrough considering the magnitude of the problem. UNDP commissioned Vulnerability Assessment (2013) has demonstrated that over 70 % of the population were vulnerable with respect to accessing health care. Around 80 % of people had named “lack of money” as the primary reason for not seeking treatment while ill. Therefore, the measures enacted are instrumental in supporting the vulnerable groups to enjoy basic services.  The lack of a political settlement to the conflict between Tbilisi and the two break-away regions are having a compound effect on the pace of development in the secessionist regions, which is considerably lagging behind registered advance in the rest of Georgia. Working in a post-conflict environment and in conditions of contested sovereignty, UNDP is consistently limited in breadth and comprehensiveness of its interventions. Though the operating environment in Abkhazia did not prove conducive to the implementation of technical assistance programmes, UNDP's ability to uphold the highest possible standards of political impartiality was one of the main factors which contributed to successful programme delivery across all of Abkhazia. Maintaining equilibrium between its global, regional and local strategic plans while anchoring outcomes in local realities and, most importantly, working directly with local communities ensured that the outcome was achieved.  Lessons Learnt: Shift from humanitarian assistance toward integration and community development approach in conflict affected regions is an effective tool. At the same time, there is a great room and scope for institutionalizing and integrating these schemes into the national Action Plan for supporting livelihoods of conflict affected communities. | | | | |
| **Outcomes** | | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| ***2.1.* Enhanced protection and promotion of human rights, access to justice and gender equality with particular focus on the rights of minorities, marginalized and vulnerable groups** | | **$ 3,899,031** | 1. Confidence of general public in Public Defender’s Office (PDO). 2. Availability of sustainable system/institutional mechanism for Gender Equality | 1. The period saw continued increase in the effectiveness of the PDO to monitor Human Rights (HR) abuses particularly in relation to ethnic and religious minorities. According to NDI’s most recent August 2014 poll, PDO ranks 6th in terms of effectiveness of performance among all country institutions and maintains the stable level of trust of about half of the population. 2. While the Gender Council is successfully established and operational at Parliament, the period has saw a progress in terms of establishing a responsible institutions within executive as well through introducing the post of Advisor on Human Rights and Gender to the Prime Minister and creation of the Inter-Ministerial working group on Gender Equality under the National Human Rights Council. The period has seen greater receptiveness to gender issues, the formulation and adoption of a Gender Equality Action Plan, better gender labor laws, increased financial incentives (to 30% in March 2014) for 30% women participation in party lists. |
| **UNDP Contribution:**  Starting from the early establishment of the PDO as an institution, UNDP maintained support to the office in achieving the above progress. In this reporting period the work with the PDO has occurred through the development of a tolerance center, the national preventative mechanism, assistance on court monitoring and assistance with the disability center. The institution has become sustainable over the period in review including through obtaining EU funds in addition to the state funding. The establishment of more national Human Rights (HR) institutions, such as the HR Inter-Agency Coordination Council chaired by the Prime Minister and the Advisor to the Prime Minister on HR and Gender issues, has also been actively advocated by UNDP together with other partners. Gender Equality Action Plan was adopted with active UNDP support.  CP Outputs:  (a) capacities of National human rights institution(s), NGOs and SCOs for the protection of human rights strengthened; (b) access to justice for all provided through capacity development of Legal Assistance Bureau and Bar Association, and (c) gender equality agenda promoted at national and local levels.  Progress and Achievements:  2014 saw a significant progress in protection of human rights and access to justice, primarily due to the mature political will coupled with effective international support. As a result of active advocacy and expert advice by UNDP and other key international partners, National Human Rights Strategy 2014-2020 and its Action Plan was adopted. The HR Inter-Agency Coordination Council chaired by the Prime Minister was established. It was advocated by UNDP and other partners. In the Council civil society and international organizations, including UN, have obtained a consultative status. Thematic Working Groups were created under the Council that meet on a monthly basis to discuss implementation of activities by responsible agencies. UNDP is represented in every WG and an agreement was reached with the Secretariat of the Council to support its capacity building and operation of WGs starting from 2015.  To diminish intolerance and violence against religious and sexual minority groups, GoG initiated anti-discrimination law prohibiting discrimination on any ground and providing for an anti-discrimination mechanism embedded in the PDO. UNDP has been in the forefront of supporting government to develop the law through active consultations with CSOs, and continues to follow up with the monitoring of its implementation together with major international players (CoE, EU, USAID, ABA, OSGF). The work wit PDO has also occurred through the development of a tolerance center, assistance on court monitoring and assistance with the disability center. In addition, UNDP successfully advocated for greater transparency and public monitoring of penitentiary institutions through enhanced mandate of National Prevention Mechanism under PDO. State strategy and action plan on Ethnic Minorities as well as national concept on religious minorities were adopted.  A number of other areas had also seen a considerable progress such as increased judicial independence; improved election environment and separation of the State and party political interests; progress on prison conditions; improved new labor legislation; open and inclusive cooperation with CSOs and free media. In 2014, Parliament in agreement with GoG, adopted UNDP-advocated and supported amendments on expansion of Legal Aid Service (LAS) mandate to provide free legal aid in civil and administrative cases to socially vulnerable population from Apr 2015 (Legal aid in criminal cases is provided from 2006). Additionally, LAS budget was increased by 51% for effective implementation of the new functions.  Gender equality and women’s empowerment remain a challenge, primarily due to deeply rooted public perceptions disfavoring women’s activism in political and economic leadership. Notwithstanding some improvements in legal and institutional set-up (i.e. adoption of the GE NAP, favorable labor legislation , etc), and active public campaigns, results of the local self-governance elections in 2014 demonstrate the scope of the challenge ahead as the percent of women in local councils have increased only marginally from 11% to 11.8% while number of women in parliament – 18 which makes 12% out of 150 MPs - also remains particularly low. However, in March 2014 the 30% financial incentive for party campaign was introduced for having 30% women included on the party lists. As it was too close to the June 2014 municipal elections, it remains to be seen whether or not it will prove effective during 2016 Parliamentary elections. The national debate over hard quotas has also been introduced by UNDP and its sister agencies of UN Women and UNFPA. As per the results of October 2014 public opinion poll by NDI, 68% say they support the parliament adopting mandatory gender quota and 70% of population think the number of women in parliament should be at least 30%.  Lessons Learnt: Providing the holistic national strategy framework for the human rights through the participatory process and raising its ownership at the highest level have helped national stakeholders to better visualize relevant gaps and jointly align to the common cause of actively enforcing the actual respect to the human rights and fundamental freedoms. Reinforcement of monitoring and evaluation systems and mechanisms for the implementation of human rights policy documents increases the chances for meticulous follow up to the national commitments. Linking the human rights and access to justice with the desired national agenda has also proved effective. Active work with the legislature on the gender equality has proven an entry point at a later stage to engage other branches of power. As a result, the ownership of the reform seems to be on a gradual increase and less donor-driven. Institutionalization of interventions through integrating programme activities into the wider government programs and securing state funding for continued delivery of earlier supported services is another mechanism of sustainability to be actively sought. | | | | |
| **2.2 Effective local self-governance system operational and capable to enhance human development locally.** | **$ 3,895,363** | | a. Number of municipalities having active municipal development plans | 1. While the municipal development plans have not been developed as it proved complicated in view of the scarce local human capacities, 2013-2014 strategic planning capacities of Georgian regions has seen a major leap through UNDP (6 regions) and GIZ (3 remaining regions) concerted support. All 9 regions in Georgia have produced their development strategies in 2013, while respective action plans finalized in 2014. Most importantly, these strategic plans present one the key means for the central government on allocating financial resources towards priority projects of regional/local importance, indicating on the value of this document at both National and Sub-National levels. Notably, these regional development plans outline strategic and guiding principles for municipal development. |
| **UNDP Contribution:**  UNDP has firstly successfully advocated for adoption of the new Self-Governance Code which was increased the number of directly elected mayors and other local administrators. It also supported the introduction of the first ever National training system for local authorities corroborated by the law. UNDP has cooperated closely with the Center For Effective Governance and Territorial Arrangement Reform (the Center) under the supervision of the Ministry of Regional Development and Infrastructure (MRDI) which was designated as the special institution responsible for management of the training system. All 9 Georgian regions and respective LSGs have been capacitated to be actively involved in the development of their strategies during 2013 and 2014.  CP Outputs: (a) national/Central institutions strengthened in order to provide adequate institutional and policy framework in the field of local self-governance; (b) capacities of local and regional authorities strengthened to plan, deliver and monitor public services locally; and (c) administrative and programmatic capacities of SCOs at local level strengthened.  Progress and Achievements:  While decentralization did not enjoy political support up until 2012, the change of government in October 2012 gave a real impetus to the topic. Ambitious decentralization agenda was declared in 2013 and 2014 has seen the completion of the first phase of reforms with adoption of the new Local Self-Governance Code and a few other major policy documents. The legal norms have created an environment, conducive for further decentralization in the country. The new code, developed through extensive support by UNDP provides a number of progressive measures for enhancing the effective local self-governance in Georgia, including direct election of the heads of local municipalities. Furthermore, the code, first time ever, commits to enhancing fiscal decentralization and creating the systemic approach to capacity development of local authorities. As a result the financial resources available to the local authorities have to increase gradually through increasing equalization transfers and expansion of the local tax base. Local budgets as % of consolidated budget (excluding Tbilisi) already grown from 7 % in 2011 to 8.5 % in 2014. The government has also increased financing of local government by 25%. Furthermore, and as explicitly requested by the Code, the government has finally adopted the “National system of continuous education of local civil servants” (training system), advocated and supported by UNDP over the last several years. This was a step forward to move away from the donor driven and isolated training practices for local civil servants. UNDP supported national authorities in building up and kicking off operation of the system through the above Center and assisted in developing the content for demand driven training courses. With adoption of the System and designation of the Center as responsible institution, 2014 has seen an irreversible start of the nation-wide training system, although, effective implementation of this ambitious agenda is a pressing challenge and require continued support and partnership with the Center and MRDI. From 2015, the government focuses on implementation of the existing policies, which is also a challenge, primarily due to the overly complex institutional set-up, limited capacities and competencies at both national and local level. For instance, the training system concept successfully developed and advocated by UNDP has yet to be put into an active implementation to ensure sustainable capacity development of local officials.  Lessons Learnt: The rapid and continuing evolution of policy on local self-governance and decentralisation presents a challenge for work allocation and financing; This calls for continued flexibility and responsiveness to address the problems. | | | | |

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| **2.3. Balanced legislative, executive and judicial branches of power underpinning consolidated democracy and state stability.** | **$ 4,908,020** | 1. Draft constitutional amendments reflecting re-distribution of power presented to public discussion and to the parliament; 2. Level of Public confidence in Judiciary; 3. Level of trust in Legislature about effectiveness of the institution; 4. Number of electoral process deficient issues raised by EOMs | a. Constitutional amendments facilitating greater balance of power adopted. UNDP has been actively involved in supporting the transparent and participatory constitutional revision process in promoting the public debates including though first ever internet and social media based deliberations. The success of the initiative has been demonstrated by the increased Parliamentary mandates and in Parliament’s decision to adopt the draft amendments modified based on the expert and citizen feedback collected at the debates.  b. The trust in the judiciary remains low with it ranking the 10th in rating the public performance by the most recent August 2014 NDI survey.  c. In June 2013, around 81% of people said that they had a positive opinion about the work of the Georgian Parliament, which was up from 67% in Oct 2011. In terms of the satisfaction with its performance, it ranks 6th according to the NDI August 2014 survey.  d. Electoral process deficiencies have been essentially minimized, as confirmed by external observers; |
| **UNDP Contribution:** It was with the advocacy of UNDP that over the period in review the constitutional debates became widely spread through various innovative means using IT technologies such as a specifically dedicated webpage, Facebook page and live streaming of the debates. The participatory debates have contributed to the result of the deliberations, which brought the system of parliamentary democracy thereby further distributing the power in the governance system of the country. The judiciary has opened up for the support only prior to the parliamentary elections of 2012 and the opportunities were grabbed to provide the training in dispute resolution. UNDP had initiated the parliamentary assistance project during period in review, which focused on the increase of its effectiveness through the support of more active inclusion of the institution into the budget process, in the local self-government reform and through strengthening technical support to committees and factions. UNDP’s role has been considerable in the electoral reform through the assistance in participatory legal framework, capacity development and operational training prior to the elections as well as through the voter and civic education support. As a result, a robust Electoral Administration was established able to cope with its complex functions effectively, confirmed through various independent and recognized institutions, including OSCE-ODIHR. This made it possible for UNDP to phase out its support to capacity development of electoral administration from mid-2014.  CP Outputs: (a) proportional distribution of power ensured; (b) broad national consensus reached on constitutional amendments; (c) technical and functional capacities of the legislative branch enhanced; (d) Technical and functional capacity of Judiciary enhanced; (e) fair and effective electoral processes facilitated  Progress and Achievements  Parliament achieved unprecedented transparency and public participation during constitutional review process. With view of supporting the Parliament in furthering nationwide discussions, UNDP promoted the first ever Internet and social media based constitutional debates. Website [www.constitution.ge](http://www.constitution.ge) and its Facebook page <https://www.facebook.com/Constitution.ge> were developed and linked to Parliament’s official web portal. Online resources gave possibility to citizens to closely follow the process and engage in constitutional discussions. Success of the initiative was demonstrated by raised public awareness (up to 40,000 visits with 26,000 unique visitors in six-months period and around 3,500 persons participating in online polls) and, most importantly, he Parliament’s decision to adopt draft amendments after modifying them in line with expert and citizen feedback collected at the website.  While UNDP has been involved in reform to the legislative environment to the judiciary and the training prior to the elections, the main work with it lies ahead in terms of enhancing the access to justice and human rights. Thomas Hammarberg in his “Georgia in Transition” report of (2013) funded by the European Union notes however that the judiciary is now more independent. It actually opens up avenues for cooperation.  The parliament has made a considerable progress as noted above against the key indicators. Probably the biggest change in the political environment has been the pluralization of political power. This largely happened as the result of the election results in 2012, which left a more effective opposition, and a more influential parliament. With UNDP support. Parliament also realized importance of communications and has engaged actively in the relevant strategy and action plan. UNDP raised Parliament’s capacities in building parliamentary partnerships including with EU parliaments and European Parliament and among those most importantly being engaged in Visegrad Plus format of parliamentary cooperation. After signing the EU-Georgia Association Agreement and respective enhancement of the supervisory role of Parliament in implementation of it, UNDP has provided critical support to the parliament resulted in strengthened public outreach in line with the newly developed communication plan, increased awareness of public on the AA through targeted explanatory videos, competitions for youth. Greater legislative transparency to be ensured through parliament’s commitment to engage in Open Government Partnership (OGP) making it one of the pioneers among the world parliaments. UNDP also helped to enhance parliament’s role in national policy-making via developing strategic action plans of selected five sector committees contributing to effective performance of parliamentary functions. The high level advisory services in European Integration and Public Finance Management were also provided directly to Speaker and his office.  In 2014 UNDP completed and exited from its decade long electoral assistance, leaving behind sustainable and professional Election Administration (EA) capable of performing its functions independently. As a result of continuous support in election and non-election periods, organizational capacities of EA were increased. Following institutional changes and development of capacities, the EA has been enabled to fully take over functions from UNDP with no supervision during mid-2014. According to the International Election Observation Mission, the CEC managed the electoral preparations in a professional, transparent and timely manner and enjoyed a high level of stakeholder confidence. District and Precinct Election Commissions also performed in a competent manner and largely managed preparations without difficulties. Country was named an electoral democracy by the Freedom House during 2013. In the exit phase, UNDP continued promoting electoral capacity and supporting uniform interpretation of Electoral Code among key stakeholders. As a result of changes made, Electoral Code has become conducive for the conduct of democratic elections. Increased electoral awareness supported legitimacy and building of further confidence towards elections. Civic/voter education – including for vulnerable women, youth, IDPs, persons with disabilities, minorities - supported free and informed choice of electorate and promoted active participation of citizenry. UNDP promoted uniform dispute resolution practices through training of EA and Judiciary resulting in considerable decrease of problems in 2014. Through facilitating Ambassadorial and Technical working group forums (AWG/TWG) UNDP ensured coordination and improved communication among key players on policy and technical issues.  Lessons Learnt: The use of contemporary technologies facilitates wider inclusion and participation as well as clarity and transparency of the highly important process of constitutional debates. It increases the chances for a desired consensus on a proper balance of power leading towards greater stability. It is also a lesson within the relevant Outcome that if the counterpart is consistently non-cooperative, the attempts of collaboration should not be rushed but rather postponed for a later date when opportunities arise, which was the case with opening up of the judiciary for an external support. Also, bold initiatives such as involving Georgian parliament into the mostly government-owned open partnership global initiatives should be sought with calculated risks and plenty of inclusive consultations. Finally, graduating from a large scale international electoral assistance is only possible after an intensive and sustained local and international partnerships, based on a capacity development approach and exit strategy. | | | |

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| **2.4. Enhanced capacity of civil society and free and independent media to participate in democratic processes.** | **$ 15,049,921** | a. Number of active CSOs in regions. | a. CSOs in regions, (including in Abkhazia and South Ossetia) seen more activism and diversification. The experience of the latest 2014 local elections proved that the new legislation encourages Georgian CSOs to operate in a proactive way and increase their participation in electoral and political processes as per the EU-funded CSO mapping study of October 2014. CSOs were not only involved but also managed to initiate new discussions in general public on various important matters. The study also notes that Constitutional changes and judiciary reform were widely discussed among government, parliament and CSOs not only in Tbilisi but in various regional cities as well. The data show that there are no significant differences among Georgian CSOs, whether they operate in the capital or in the regions. In fact, the number of non-registered CSOs operating in the regions is higher compared to those working in the capital. The study interprets relatively high number of ad hoc groups in the regions as a promising development that could lead to further increase in participation of local communities. |
| **UNDP Contribution:** UNDP capacitated local CSOs in media monitoring which has contributed to more open, balanced and objective reporting. UNDP has also managed to involve CSOs in the election law debate process. UNDP has made an essential contribution to enhancing capacities of the CSOs, including in the 2 break-away regions of Abkhazia and South Ossetia, in people to people dialogue and confidence building.  CP Outputs: (a) civil society and media strengthened to provide valuable contribution for policy and public debate, decision-making and provision of development assistance; and (b) NGOs and CSOs at local level empowered to participate in the decision making and agenda setting.  Progress and Achievements  During the period in review Media and CSOs considerably influenced the democratization processes by playing a critical role in ensuring effective and transparent environment during three consecutive elections: parliamentary, presidential and municipal. Noticeable advancements were seen in how Georgian media covered elections. According to Media Monitoring (MM) reports (not only EU/UNDP, but also OSCE/ODIHR, local Charter of Journalistic Ethics, etc.) voters were provided with diverse range of information about different contestants allowing citizens to make an informed decision. Media environment became more open in comparison to previous elections and candidates were provided with a platform to freely present their programs and opinions. The reports showed that media became less polarized and negative in tone. In 2013 Georgia showed obvious improvements for free press and overall media landscape. Country improved its scores and ranking in all leading freedom of the press reports (Freedom House, Reporters without Boarders, IREX’s Media Sustainability Index). One of the biggest achievements noted in the reports was the substantial and balanced coverage of elections. UNDP, mostly with EU-funding, and by utilizing international experience, was able to develop adequate capacities of four national CSOs who provided a continued comprehensive MM for 2013 presidential elections in TV, radio, print and online media. This has directly contributed to more balanced, pluralistic and higher quality media as most of media outlets actively familiarized with MM reports, communicated back to CSOs and finally tried to act more professionally. Number of public information events as well as debates organized by EU and UNDP jointly also contributed to raising awareness and the importance of MM in the country. UNDP also supported the work on legal framework through recognized CSO experts. After intensive consultations with major stakeholders, two amendments - developed on unhindered media accessibility (permanent introduction of must-carry/offer rules) and financial transparency - were adopted by Parliament on 31 May 2013 under Georgian Law on Broadcasting. Journalists from central and regional media raised professionalism on covering minority issues and reporting diversity by series of UNDP trainings. UNDP, jointly with EU, led media sector coordination to effectively exchange information, avoid duplication and promote coherent approaches to solving media challenges. UNDP has also contributed to greater involvement of CSOs in decision-making and policy dialogue through continuous support to inclusive and informed election legislation reform process. Within the period in review CSO were involved in the important public debates such as government-CSO dialogue on surveillance of citizens (Apr 2013), amendments to Labour Code based on consultations with civil society actors (Mar-Jun 2013); Amendments to the law on common courts that took into account CSO recommendations (Dec 2012 – May 2013); the Strategic Defense Review 2013, drafted and adopted following consultations CSOs (2011-2012); an agricultural strategy, prepared under the EU sectorial support programme with the involvement of CSOs (2011-2012).  The use of a systematic and multi-pronged approach on development of civil society's capacity provided by UNDP via a rapid support mechanism in the area of confidence building has been instrumental for enhancing skills and approaches in new projects implemented by NGOs in the area of peace building . At the same time, NGOs, both in capital and in regions are increasingly better positioned to provide innovative and needs -based development assistance to local communities. Enhanced networking opportunities, peer to peer education as well as involvement of new partners in confidence building work has been a positive spillover of these development efforts.  Lessons Learnt: Involving civil society organizations in monitoring national media has turned out highly effective as it has positively influenced the balanced and neutral media coverage. This however has been possible through several pre-conditions including the involvement of the reputable and experienced organization who ensured the building of adequate media monitoring capacities to the CSOs, proper strategy for communicating the results publicly. The selection of appropriate local CSO experts, media representatives and lawyers with diversified backgrounds has helped to effectively push for desired changes in the legislation ensuring greater transparency and access to media. | | | |
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| **2.5. Enhanced capacity of democratic institutions for informed policy making based on reliable data and clear, fair and participatory processes.** | **$ 9,339,193** | a. Institutionalization of programme budget practice nation-wide.  b. Reliability of statistical data. | a. As evidenced by the CPAP review, All public institutions use program budgeting in 2014. This has been contributed through the UNDP parliamentary assistance programme.  b. Reliability of statistical data remains a problem but there is no clear means of assessing the nature of it. Government capacity development remains a key goal in a range of ways. While the Governance Reform Fund (GRF) has been a key instrument to promote the change, another set of large technical assistance has also been focused on border management. |
| **UNDP Contribution:** UNDPhas established highly recognized, rapid and flexible mechanism of strengthening institutional capacities of the government, that enabled it to provide strategic assistance to the ongoing reforms. Support to transition from traditional to programme based budgeting was one area of support, but the assistance in general has extended to the broad range of other areas such as democratization, sustainable development and rapprochement to the European Union. UNDP also remained a principle partner of EU and Georgian government in introducing the Integrated Border Management (IBM) model to maintain open but secure borders, facilitate trade, and ensure free movement of people and goods. EU best practices in the field of land border protection were actively applied. During the period in review, up to 1,000 border and customs officers were trained, a dozen of strategic documents, legislative acts and international agreements developed and the necessary equipment provided to four border crossing points and the relevant training center.  CP Outputs: (a) efficiency and effectiveness of government and public institutions enhanced contribute to the Country’s development; and (b) strengthened national capacities for evidence based policy making, policy analysis, monitoring and evaluation.  Progress and Achievements  Government has a clear commitment to reform public administration system with a view to enhance institutional and individual capacities. This will give an impetus to the long-desired systemic approach to the issue, while individual government agencies have enjoyed required support as needed. Capacities of selected government institutions have been strengthened in implementation of public sector reforms through flexible and responsive mechanisms addressing from short- to long-term critical development needs through UNDP targeted and flexible support. Among others: A comprehensive National Action Plan on Mental Health was developed and officially adopted. Capacities of core staff at Public Service Development Agency were built in innovative design thinking to support innovative solutions in delivering more efficient and higher quality public services for citizens. Appropriate procedures for the effective donor coordination mechanism was settled at the Administration of GoG to strengthen aid coordination processes with a view to achieving a stronger impact of aid on national development outcomes. Public Financial Management (PFM) Reform Strategy was reviewed and annual working plan and its progress report were finalized at the Ministry of Finance. New draft Law on Vocational Education and Training (VET) System developed to ensure a compliance of benchmarks set in the framework of EU budgetary support, ENP and AA agenda;  UNDP remains one of the key supporters to the Integrated Border Management (IBM) area. The support is provided since 2009 has included several tri-lateral and bi-lateral cooperation initiatives in the South Caucasus region. Successful implementation of the IBM projects raised the confidence of the beneficiaries in UNDP’s ability to deliver results and its credibility. UNDP is considered as a desirable partner by the beneficiary agencies. In 2014 Georgia adopted new Border Management Strategy (up to 2018) and its action plan. All line ministries participated in drafting, coordinated by Security and Crisis Management Council and assisted by UNDP. With adoption of BMS country implemented one of key requirements of Visa Liberalization Action Plan with EU and created legal basis for continued IBM. Migration Department was created within MIA to manage migration flows. To guarantee human rights of illegal migrants special detention center was built for their dignified temporary accommodation. Based on EU good practices, SOPs were prepared and enacted by patrol police for all land border crossing points making the agency more transparent. Major overhaul of existing infrastructure at land border sectors was launched in 2014 and 10 border posts received new office buildings. Government plans to refurbish all border infrastructure by 2017 mainly from the state budget, while UNDP will support effective functioning of border agency. According to statistics, number of detection of smuggling of drugs and precious metals at the border increased by 250% compared to 2013, showing improvement of professional capacity of customs officers and better control of economic borders.  Lessons Learnt: continuous and sustained intervention is a must for successful capacity development for public administration. Individual initiatives need to be linked to complement each other to be effective. Initiatives which are tied to Georgia's strategic priorities or foreign agenda are more likely to result in national ownership and sustainability. A concerted effort by the national authorities and development partners a key to achieve adequate public administration capacities. As for the attaining of Integrated Border Management objectives, which is also a lengthy process and requires patience and flexibility to adapt to local needs and realities, it was the active participation, commitment and interest of concerned stakeholders that has brought a considerable progress. Given the latest recognition of such progress in the field of IBM by the European Union, a focus to be made on continued education and training of border officers for effective land border security. | | | |
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| 3.1 Disaster risk reduction (DRR) is a national and local priority with an established, strong institutional basis for implementation | $ **1,757,628** | 3.1.1 Availability of legal and institutional frameworks for disaster management and disaster risk reduction.  3.1.2 Inclusive national multi-sectoral platform for DRR established and functioning  3.1.3 Risk reduction integrated into government development policies and poverty reduction strategies.  3.1.4 Compliance with international agreements, treaties and conventions related to DRR, especially the Hyogo Framework for Action 2005-2015. | 3.1.1 Progress has been observed on initiatives to improve the system, mainly provoked by increased frequency of disasters, setting back development processes. However, the legal, policy and institutional set-up is still not fully functional and efficient.  3.1.2 A formal National Platform was never established, mainly due to competing competencies and functions of various state agencies. However, earlier, UNDP-supported a DRR think tank that has now been absorbed into the MENRP’s specially established DRR Unit, the Prime Minister’s office has recently formed the State Security and Crisis Management Council, to coordinate all DRR related work of state agencies. These are all progressive steps to improve DRR coordination.  3.1.3 UNDP has supported sensitization and awareness rising as well as provided technical advice and guidance on mainstreaming DRR into regional and municipal plans. Disaster risks are now recognized by the Government, though more capacity development is needed to ensure adequate reflection of risk reduction in planning.  3.1.4 Georgia has produced regular HFA progress reports; UNDP has provided continuous training, awareness raising and technical guidance to the state agencies and HFA Focal Point Ministry in meeting this international obligation. |
| **UNDP Contribution:**  UNDP has provided technical advice and guidance on improving the system, and was involved in the development of several DRR formats and policies; In 2014 it provided technical support in a DRR system capacity assessment, and elaboration of a National Plan of Action to be used by the Government as a basis for the National DRR Strategy; While formal National Platform for DRR was not established, significant progress is observed for improved coordination of DRR related activities. Number off laws were introduced or amended to streamline the system and better define the competencies and functions of various agencies. With the technical support of UNDP country managed to prepare regular HFA progress report.  CP Outputs:  3.1.1 Multi-hazard disaster management plans and procedures in place at national and regional levels;  3.1.2 An inclusive and functional National Platform for Disaster Risk Reduction established and functioning;  3.1.3 A proactive and preventive approach to risk management adopted in legal and policy frameworks.  3.1.4 Key issues (e.g. risk identification, urban risk management and early warning systems) planned for and resource allocations made.  Progress and Achievements  Georgian Government has demonstrated an essential shift in the approach to the concept of disaster risk reduction (DRR), manifested through improvements in legislative and institutional systems. Most importantly the new state entity was established by the Prime Minister- State Security and Crises Management Council (SSCMC) having adequate level of authority and seniority to address stressing risk reduction and crisis management issues as well as improve coordination with other state agencies; In addition, new Civil Safety Law was prepared and ratified by the parliament, aimed at improving mechanisms for preparedness and prevention. There are also indications that Government disaster risk reduction needs are integrated across development strategies or plans though it is not systematized yet. Several factors contributed to this change in the government’s approach including UNDP’s good pace in advocating and promoting the DRR agenda for past few years contributing to increased awareness of decisions makers.  Governments’ recognition of the need for assessing DRR system and defining a roadmap to address gaps, has been indeed observed as remarkable progress. The UN facilitated DRR Capacity Assessment process and later elaboration of National Plan of Action for DRR system, was seen as an opportunity to work hand in hand in bringing up the DRR agenda and making it real national priority. In this context, UNDP’s role for conducting the capacity assessment was crucial by provision of technical and operational support to the UNCT and inter-agency CADRI mission. UNDP also facilitated and technically supported development of first ever National Plan of Action for DRR Capacity Development (NPA), that provides basis for the alignment of existing and planned initiatives carried out by various stakeholders into a single comprehensive framework owned by the Government. The process generated greater awareness and ownership of decision makers that is an achievement in itself.  Lessons learned: UNDP’s approach was extensive advocacy and promotion of DRR agenda to sensitize decisions makers and demonstrate good practices for DRR, including for having in place strong coordination and communication platform, mainstreaming risk reduction in development planning on various levels. Even though the formal National Platform for DRR was not established mainly due to competing competencies and functions of various state agencies as well as limited political commitment, still, this approach proved to be useful as in the end it generated increased awareness of key political bodies that recognized the need for a comprehensive approach to the DRR. As a consequence, the capacity assessment for the DRR system was requested and later addressed with the support of the UN Inter-agency mechanism (CADRI) and under the UNDP leadership. Moreover, UNDP was able to secure funding for some follow up actions identified during the capacity assessment and included in the National Plan of Action for the DRR system. Such combined (advocacy and small-scale demonstration of good practices) approach indeed proved to be useful to generate stronger interest and political commitment of the Government authorities, especially during the CADRI-supported Capacity Assessment and elaboration of National Plan of Action, that now serves as a basis for National DRR Strategy and Action Plan. | | | |
| **3.2 Underlying disaster risk factors are reduced, focusing on sustainable environmental and natural resource management** | **$ 16,898,377** | 3.2.1 By 2015 the regulatory and institutional framework for the environmentally sound disposal of hazardous waste established.  3.2.2 The government has an institutional framework and capacities to address implementation of at least three international agreements (UNCCD, Stockholm Convention and UNFCCC, Montreal protocol).  3.2.3 By 2014 the government has plan, institutional framework and resources to address immediate climate adaptation challenges on the national level.  3.2.4 By 2014 risk management systems developed and immediate threat to villages of flood/landslides eliminated in selected sites.  3.2.5 Sustainable financial plans for protected areas developed and innovative financial tools and management practices and introduced. | 3.2.1 The export and disposal of 230 tns of POPs and around 2 tn of ODS chemicals from the Iagluja Dump Site were successfully accomplished; temporary measures for safeguarding the excavated area executed, options for long-term remediation actions defined.  3.2.2 Third National Communication to the UNFCCC that includes CC adaptation and mitigation as well as GHG inventory for 2006-2011 was prepared. National Implementation Plan for POPS pesticide (NIP) has been approved and being implemented; Country has also continued meeting obligations for the ODS phase-out and reporting to the Montreal Protocol.  3.2.3 Climate change adaptation programme initiated to introduce innovative practices for climate-induced risk management; hydro-met network was upgraded, hazard maps and hydraulic modelling done to serve as a basis for defining adaptation measures  3.2.4 Exceeding its initial expectations by 50 %, UNDP has restored 80ha of the forest in Borjomi area, burnt after the 2008 conflict, creating jobs for 40 locals, (of which 15 IDPs). UNDP supported livelihoods via promotion and support of energy efficient practices, tourism and agriculture extension services in Borjomi region – 120 local households increased income up to 25% from organic farming and tourism; UNDP reached out to over 500 local school children and their families and engaged them in environmental activities, thus creating positive awareness and action  3.2.5 Value of PAs revenue generation has increased through improved visitor services, infrastructure as well as management planning. A 10-year investment and business plan was also developed for the PA network |
| **UNDP Contribution:** UNDP supported preparation of the Third National Communication to the UNFCCC , including Climate Change Strategies for 2 Georgian regions and updated Green House Gas inventory – a solid basis for strategic planning, such as National Low Emission Development Strategy (LEDS). With UNDP assistance, 230 tn of obsolete POPs pesticides and around 2 tn of ODS chemicals from the Iagluja Dump Site were exported for disposal. UNDP’s support was crucial to improve flood/flash flood risk management and introduce climate change adaptation in Western Georgia, through building strong baseline capacities, producing hazard maps and hydraulic models as well as upgrading hydro-met stations in Rioni river basin for improved early warning capacities. UNDP, jointly with the Environment Ministry and National Forest Agency, has restored 70 ha of the forest eco-system in Borjomi area, burnt after the 2008 conflict. Under the same initiative, UNDP has successfully managed to restore livelihoods of communities residing in the affected area though supporting energy efficient practices, tourism and agriculture extension services in Borjomi region.  CP Outputs:  3.2.1 Sustainable practices and instruments for the management of chemicals and natural resources, including land, water and biological resources demonstrated at pilot areas and up-scaled at national and/or trans-boundary levels.  3.2.2 System, institutional and staff level capacities enhanced for implementation of national environmental commitments and major international agreements on climate change, biodiversity, land degradation and chemicals.  3.2.3 Environmental concerns and climate change risk considerations incorporated in national policies, strategies and programs.  3.2.4 Environmental damage, caused by August 2008 armed conflict mitigated;  3.2.5 Financial and operational sustainability of protected areas increased  Progress and Achievements  Progress and Achievements  Georgia has maintained a good pace in creating enabling environment for the fulfillment of its national and international obligations. Although frequent changes within the Ministry of Environment leadership as well as an ambitious deregulatory policy of the government in early years has occasionally hampered the environmental sustainability agenda, however the new government has helped to re-position the environmental sustainability as part of the national development priority since late 2012.  As part of a number of international conventions and frameworks, the Georgian Government has continued to address its obligations, and improve its reporting systems. Remarkably, the role of UNDP has been significant through provision of technical / advisory services, transfer of knowledge in almost all thematic areas: conservation of biodiversity, sustainable use and management of natural resources, including forest, water, etc. as well as reduction of harm from hazardous chemical waste, climate change related risk to fulfill international commitments and others. The goal of improving Georgia’s compliance with international agreements, like the goal of development of technical capacity in the government, has been a cross-cutting theme that connects to most UNDP interventions. Key milestones included: Preparation of the Third National Communication to the UNFCCC - Climate Change Strategies for 2 Georgian regions and updated Green House Gas inventory – a solid basis for strategic planning, such as National Low Emission Development Strategy (LEDS). Capacities for the implementation and reporting to the Stockholm Convention on POPs pesticides has significantly improved, National Implementation Plan (NIP) has been implemented. Legal package, prepared with UNDP’s support earlier, is now part of the general Waste Law adopted in December 2014. Country has also continued meeting obligations for the Ozone Depleting Substances phase-out and reporting to the Montreal Protocol. Land use planning / use remains a concern though progress is observed to reduce land degradation caused by unsustainable use of land, forest, water resources, exacerbated by changing climate. Environmental and climate change risk concerns are noted in national policies, but there is still room for improvement to translate these into a practical priorities. Climate change adaptation program of UNDP has developed technical and institutional capacities for climate risk management, focusing on floods and mudflows. These efforts are basis for effective early warning system that still has limitations. UNDP’s intervention for ecosystem-based approach to climate change, especially related to the sustainable management of pastures in Protected Areas led to the first ever carbon inventory of pasturelands in Vashlovani Protected Areas (VPAs), preparation of vegetation maps to define level of land degradation and elaboration of a sustainable pasture management plan – key motivation factor for traditional users to improving land and lifting pressure from overgrazing. Advances in biodiversity conservation were made due to UNDP’s support to streamlining management of the protected areas and improve financial sustainability. In 2013, for instance, while state funding did not mark significant increase for PA financing, own revenue generation has reached GEL1,020 million and number of visitors in PAs has reached top record of 323,908.  Lessons Learned: UNDP’s partnership with the Ministry of Environment and Natural Resources Protection has been productive in several thematic areas mainly through provision of technical advice / guidance and targeted capacity development activities. It has been combined, wherever needed, with advocacy efforts, facilitating policy dialogue for certain topics, such as forest policy, or hazardous waste management. Such a comprehensive and complex approach enables good positioning of UNDP, and despite several challenging situations, transition of powers, reforms and frequent personnel changes in the government, UNDP still managed to maintain diverse portfolio and assist country in meeting international obligations, including reporting to UN Conventions. | | | |
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| Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)  *Based on the evaluation s and/or assessments undertaken please provide a brief summary of the overall findings on the CP for the 4 year period in terms of performance effectiveness and efficiency and key achievements and lessons learned. Maximum 500 words.*   * The strategic orientation of the program activities is consistent with the broad goals of the Country Programme and those goals are clearly consistent with Millennium Development Goals, covering the areas of economic development and inclusive growth, democracy and human rights and human security. * The programme responds clearly and effectively to the needs of the Georgian government   Key Achievements:   * Georgia has demonstrated remarkable improvements in governance and democracy level and UNDP has made its unique contribution to the documented progress. UNDP has played a critical role in ensuring free and democratic elections and solidifying pluralization through advocacy and technical support in legal reform, voter and civic education. Government and UNDP partnership has led to strengthened capacities in regional development planning, legislation and decentralization of government functions, evidence-based policies and programmes in selected areas and stronger liaison between Government and CSOs. * UNDP helped to restore vocational education as an instrument for labor skills development as part of the Government policy agenda, following two decades of regress. State supported VET, especially for the most vulnerable segments of society, provides a critical opportunity to enhance qualification and acquire skills relevant to the labor market demands. * UNDP has continued to play a notable role in supporting Georgian government in meeting its national and international obligations in Environmental protection. UNDP was active through provision of technical/advisory services and transfer of knowledge in conservation of biodiversity, sustainable use and management of natural resources (including forest, water, etc.), reduction of harm from hazardous chemical waste, climate change related risks and other thematic areas. * UNDP’s efforts as a leader in confidence building initiatives served as a critical anchor to protect space for future transformational change in Georgia’s relations with the breakaway regions within a highly turbulent regional political environment. UNDP confidence building and dialogue initiatives supported within COBERM programme served as one of the most robust and visible means of maintaining vital networks between the sides at a time when complete collapse of relations was quite a possibility.   Major Lessons Learnt:   * **Scalability of programmes** is a mandatory element for sustainable change. UNDP supported successful employment initiatives and social services for IDPs and other vulnerable households, however the projects have not been integrated into the mainstream of national policies and/or scaled up for sustainable and systematic impact. * **Capacity development initiatives across the public sector,** despite successes, need to be continued until major public administration reform takes effect. While UNDP should continue its vigilance on issues of democratic balance, current governance problems require focus on efficiency (skills development) within all three branches of the government. * **Meaningful engagement of civil society in policy-and decision-making** should be upscaled.While 2011-2015 programme has facilitated Government and CSO liaison and advocated for civil society engagement in decision-making, the current modality of civil society participation was not impactful in policy development or oversight, especially in peace-building work. | | | |

III. Country Programme Resources

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| **Focus Area** | **Programme Expenditure 2011-2015\* ($)** | | | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Poverty and MDGs | 1,217,592 | 12,315,018 | 13,532,610 | 17% |
| Democratic Governance | 1,729,845 | 20,956,224 | 22,686,069 | 28% |
| Crisis Prevention and Recovery | 543,612 | 26,430,384 | 26,973,996 | 33% |
| Environment and Sustainable Development | 685,703 | 17,214,616 | 17,900,319 | 22% |
| Total | 4,176,753 | 76,916,241 | 81,092,994 | 100% |
| \*2015 Forecast expenditures | | | | |

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)** |
| CPAP Review Repost, 2014; (http://erc.undp.org/evaluationadmin/plans/viewEvaluationPlan.html?unitid=220)  Geostat data ([www.geostat.ge](http://www.geostat.ge))  National policy and legal documents  UNDP: ROAR/Project progress reports  UNDP: Reports of project evaluations  UN: CADRI assessment report  UNDP/NDI/IRI/Freedom House: Results of the specialized surveys  Ministry of Finance: Consolidated budget/financial data |

1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)
2. 2015 figures based on latest estimates [↑](#footnote-ref-2)