

**UNITED NATIONS DEVELOPMENT ASSISTANCE
FRAMEWORK (UNDAF)**

**GEORGIA
2006-2010**

**United Nations Country Team in Georgia
March 2005**

TABLE OF CONTENTS

Executive Summary	3
UNDAF Preamble (Signature Page)	4
UNDAF at a glance	5
I. Introduction	6
II. Areas of Cooperation	7
(1) Poverty and Economic Growth	7
(2) Governance	7
(3) Basic Social Services (Health, Child/Family Welfare, Education)	8
(4) Volatility and Instability	9
(5) Environment	9
III. Implementation	10
IV. Monitoring and Evaluation (M&E)	11
UNDAF M&E Plan	11
UNDAF Midterm Review	11
Final UNDAF Evaluation	11
Coordination and Management of M&E	11
Strengthening National M&E Capacity	11
Risks and Assumptions	11
V. Tables	12
A. UNDAF Results Matrices:	12
(1) Poverty and Economic Growth	12
(2) Governance	13
(3) Basic Social Services (Health, Child/Family Welfare, Education)	15
(4) Volatility and Instability	18
(5) Environment	20
B. UNDAF Monitoring and Evaluation Framework	22
(1) Poverty and Economic Growth [UNDAF Outcome 1]	22
(2) Governance [UNDAF Outcome 2]	23
(3) Basic Social Services (Health, Child/Family Welfare, Education) [UNDAF Outcome 3]	24
(4) Volatility and Instability [UNDAF Outcome 4]	26
(5) Environment [UNDAF Outcome 5]	28
Annexes	29
1. Acronyms	29
2. UNDAF Participants	33
3. Georgia CCA / UNDAF Timetable 2004/2005	35

EXECUTIVE SUMMARY

The UNDAF is the result of a consultative process between the UN Agencies, the Government of Georgia, civil society and other partners aiming to respond to national priorities and needs. The UNDAF is guided by the principles of the Georgian Millennium Development Goals Report (MDGR) and the Economic Development and Poverty Reduction Programme (EDPRP) and is based upon the Common Country Assessment (CCA) completed by the UNCT in August 2004. The UNDAF translates the combined objectives from these analyses into a common operational framework for development activities upon which the individual United Nations Agencies, Funds and Programmes will formulate their action for the period 2006-2010.

The UNDAF thus describes the United Nations planned assistance to the people and Government of Georgia between 2006 and 2010. During the UNDAF Prioritisation Retreat attended by the UN Agencies, Government, civil society and academia in September 2004, five inter-related areas of cooperation were agreed upon as being particularly critical for Georgia. These areas are listed as: (1) Poverty and Economic Growth, (2) Governance, (3) Basic Social Services, (4) Volatility and Instability and (5) Environment.

The UNDAF Outcomes emerging from these five thematic areas were then linked closely to Country Programme Outcomes and Outputs, as summarised in the UNDAF Results Matrices at pages 12 - 20. From the UNDAF will flow the individual UN Country Programme documents containing the detail and schedule of programme activity to be conducted during the five year UNDAF cycle. The UNDAF contents were endorsed by the Government, civil society and other partners at a Joint Strategy Meeting (JSM) on 28 February 2005.

All UNDAF related activity will be conducted within the context of the United Nation's human rights-based approach and UN perspectives on gender equality. The UNDAF is a living document which may be updated or adjusted at any time during its five year duration to take into account developments or changes in the Georgian context.

Progress in achieving the planned UNDAF Outcomes will be measured through the UNDAF Monitoring and Evaluation process, which links Outcomes with relevant indicators and sources of verification. These are summarised in the Monitoring & Evaluation Tables at pages 22 - 29. There will be two major reviews of the UNDAF process during the five year cycle. A midterm review will be conducted in 2008 and a final UNDAF evaluation in 2009, in time to inform planning for a future UNDAF cycle. Throughout the cycle UNDAF activity will be monitored and evaluated in regular meetings of the UNCT-led working groups comprising UN Agencies, Government, civil society and other partners.

The UNDAF provides a roadmap for focused and coordinated development assistance and activity in Georgia. In the dynamic post Rose Revolution climate the Georgian people must urgently and energetically address their national priorities and commitments to Millennium Development Goals, including Poverty Reduction. With the continued support of the United Nations and other partners it is hoped that Georgia will achieve the necessary transition from relief to development - and with it, a more secure and equitable future for all Georgians.

PREAMBLE

The present United Nations Development Assistance Framework (UNDAF) has been developed through consultation with the United Nations Country Team (UNCT) in Georgia, the Georgian Government, the Civil Society, the Academia and the Donor Community with the aim of improving the lives of the people of Georgia, especially the most vulnerable.

In cooperation with the Government and other development partners, the UNCT will support Georgia's fulfillment of the Millennium Development Goals (MDG) and the objectives set out in the Economic Development and Poverty Reduction Programme (EDPRP), as well as the country's commitment to international conventions and summits.

The UNCT aims to assist the people of Georgia in their quest for a better future - one which provides equal opportunity for all.

H.E. Mr. Zurab Noghaideli
Prime Minister of Georgia

H.E. Mr. Lance Clark
UN Resident and Humanitarian Coordinator
UNDP Resident Representative

Mr. Mamuka Meskhi
UNFAO Assistant Representative

Ms. Tamar Khomasuridze
UNFPA Assistant Representative

Mr. Naveed Hussain
UNHCR Representative

Mr. Ismail Ould Cheikh Ahmed
UNICEF Representative

Ms. Phillipa Bradford
UN WFP Representative/Country Director

Ms. Rusudan Klimiashvili
WHO Liaison Officer

Mr. Davide Terzi
IOM Head of Mission

UNDAF at a glance

Poverty and Economic Growth

NATIONAL PRIORITY 1

Eradicate extreme poverty

UNDAF OUTCOME 1

Reduction in the number of households living in poverty through the realisation of economic potential and the provision of social welfare

Country Programme Outcomes

1. Increased Government capacity to adopt and implement government and joint poverty reduction policies and programmes, through the realisation of economic potential
2. The adoption and implementation of Government and joint social protection mechanisms addressing the needs of verified vulnerable population groups, (pensioners, elderly, disabled adults and children, street children, children at risk of institutionalization, disadvantaged households)

Governance

NATIONAL PRIORITY 2

Governance, anti-corruption, civil service and public finance reforms, and meeting the Copenhagen criteria

UNDAF OUTCOME 2

Efficiency and accountability of governance structures at the central and local levels strengthened, towards an inclusive and participatory decision-making process

Country Programme Outcomes

1. Systems and tools for strategic planning and policy making strengthened
2. Management and technical capacity strengthened
3. Partnership and coordination capacity strengthened
4. Systems and tools for transparency and accountability strengthened
5. Accountability mechanisms and the rule of law reinforced
6. Institutional mechanisms for public and community participation developed and established
7. Capacity of civil society groups; particularly youth, minorities, women and the elderly, to participate in decision making enhanced

Basic Social Services

NATIONAL PRIORITY 3

Protect the vulnerable and reduce poverty through the efficient provision of basic health care, education and community based child/family services

UNDAF OUTCOME 3

Increased and equal access to quality basic health services and community based child/family welfare services ensured by 2010

Country Programme Outcomes

1. Gaps and emerging priorities in coordination, management and implementation of HIV/AIDS, TB and Malaria programmes identified and addressed
2. National laws, policies and standards for RH, maternal and child health care and nutrition adjusted to evidence-based, international guidelines and enforced
3. Local communities, including vulnerable groups are empowered to claim and fulfill their rights in health, education and child protection
4. Population has increased access to information and qualified, client-oriented, gender and age sensitive RH services at all levels
5. Marginalised children (girls, children with special needs and disabilities, youth aging out of institutions) have increased access to formal and informal education. Life skills education provided in 50 % of schools and community based services in selected communities
6. National policy, standards and legislative framework on child welfare reform are developed and adopted
7. A 50% reduction in the number of children in residential institutions, the closure of infant houses and an increased number of community based child/family services

Volatility and Instability

NATIONAL PRIORITY 4

Protect national security and promote human rights
Disaster prevention and mitigation to reduce human suffering

UNDAF OUTCOME 4

The risk and impact of man-made and natural disasters is reduced

Country Programme Outcomes

1. Natural disaster management capacities at the national level are established and functioning
2. National disaster preparedness and early warning systems are in place and functioning
3. An effective disaster response is ensured through immediate relief, rehabilitation and recovery activities
4. Effective mechanisms are created for human rights protection in conflict situations
5. National and regional fora for peace dialogue are initiated at different levels of society and between Governments and civil groups
6. Conflict-related prevention, relief and recovery capacity is enhanced and multi-sector integrated development projects piloted in selected regions of Georgia contributing to conflict prevention and recovery initiatives at the country level
7. The shift from humanitarian assistance to longer-term development is further supported

Environment

NATIONAL PRIORITY 5

Improve the condition of the natural environment by the year 2015

UNDAF OUTCOME 5

Progress towards ensuring environmental sustainability demonstrated

Country Programme Outcomes

1. National and local level capacities for sustainable environmental and natural resources management enhanced
2. Sustainable environmental and natural resources management practices adopted at the national and community level

I. INTRODUCTION

Background and Purpose

In order for the United Nations to articulate a coherent vision and strategy for a unified approach towards common development goals at the country level, the Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) were adopted as strategic planning tools for the UN system intended to enhance the UN's collective analysis and programming in support of national goals and priorities. The CCA and UNDAF are designed to assist the UN Country Team with the preparation of country programs and projects supported by UN agencies.

In the third quarter of 2004, the UN Country Team in Georgia (UNCT) finalised the CCA document which prepared the ground for the UNDAF process. Five themes: (1) Poverty and Economic Growth (2) Governance (3) Basic Social Services (4) Volatility and Instability and (5) Environment have been selected as the basis around which our future programmes will be structured. These themes are also being addressed in a human rights and gender sensitive context.

The development of the UNDAF was consultative and included submissions from all the UN agencies represented within the UNCT (UNDP, UNFAO, UNFPA, UNHCR, UNICEF, UNIFEM, UNOCHA, UNV, UNWFP, WHO and IOM), as well as from representatives of the Georgian Government, civil society, academia and the donor community. The UN's Regional Support Team also provided feedback and support during the UNDAF development process.

Process Overview / Methodology

In September 2004, the UNCT held a UNDAF Prioritization Retreat led by a UN Staff College facilitator and two resource officers. Thematic working groups were set up for the five areas of cooperation: (1) Poverty and Economic Growth, (2) Governance, (3) Basic Social Services, (4) Volatility and Instability, and (5) Environment. Agreement on the UNDAF outcomes was considered a major achievement of the Retreat. Subsequent UNDAF working group meetings produced a first draft of the Results and the Monitoring and Evaluation (M&E) matrices at the end of October. These were then finalised during meetings between the Regional Support Team and UNDAF working groups in November. The first drafts of the UNDAF Results and M&E matrices were then forwarded for comment to the Regional Readers Group in December 2004.

Given the importance of a Human Rights Based Approach (HRBA) to our work, the Office of the United Nations High Commissioner for Human Rights (OHCHR) sensitised the UNCT to International Human Rights Law and the Georgian National Legal Framework. This workshop took place in June 2004, prior to the initiation of the CCA/UNDAF process and helped participants to analyse the country's development situation from a human rights-based perspective.

II. AREAS OF COOPERATION

As noted, the United Nations system in Georgia has selected five themes that have been translated into UNDAF outcomes. These themes are: (1) Poverty and Economic Growth, (2) Governance, (3) Basic Social Services (Health, Child/Family Welfare, Education), (4) Volatility and Instability and (5) Environment. Table A, the UNDAF Results Matrix, provides details on the Country Programme Outcomes that will contribute to each UNDAF Outcome, the Country Programme Outputs (products, services, skills, or abilities) and the partners with whom the UN agencies will cooperate. This section describes the critical choices made during the preparation of the UNDAF and their rationale.

In addition to the five major areas of cooperation, crosscutting issues such as gender equality, the empowerment of women, combating HIV/AIDS, civil society development, and respect for human rights - are objectives that the UN agencies will pursue in the course of their activities during 2006-2010. These crosscutting issues form an integral part of each of the National Priorities and UNDAF Outcomes.

(1) Poverty And Economic Growth

Poverty and food insecurity in Georgia have not improved significantly since the socio-economic downturn following independence, because their underlying causes have not been sufficiently addressed. Rapid and sustainable economic growth and a significant improvement in the population's social situation remains the continuing challenge confronting the Georgians.

Key documents including the Millenium Development Goals Report (MDG), the Economic Development and Poverty Reduction Programme (EDPRP) and the Sustainable Agriculture Development and Food Security Strategy - point to the centrality of effective and sustainable economic and agricultural development to reduced poverty and improved food security. The United Nations sees several opportunities to support the implementation of the Poverty Reduction strategy. UN Agencies and particularly UNDP will work in close cooperation with the Government to increase its capacity for efficient implementation of the EDPRP. This may include assisting to improve coordination between the line ministries and the Ministry of Economic Development during the decision-making process and implementation. Assistance in monitoring the implementation of the EDPRP will also be provided through a UN database / software system, DevInfo.

The United Nations will promote decentralised decision-making and greater resource allocation to allow communities to develop appropriate and sustainable responses to their needs. It will continue to assist in the creation and rehabilitation of agricultural assets and infrastructure in targeted communities. The UN will help expand support to small scale farmers, most of whom are poor, vulnerable and food insecure, through improved access to, and efficient use of, resources and external markets, through the provision of seeds and livestock and the development of local credit schemes and capacities in farming and animal husbandry. UNHCR will engage refugees in local integration development projects.

In parallel with the above medium and long-term interventions, the UN will support the adoption and implementation of Government and joint social protection mechanisms to address the immediate needs of verified vulnerable population groups (pensioners, elderly, children in institutions, disabled and the other disadvantaged groups). It will seek to improve needs-based targeting methodology and enhance support to equitable social protection reforms, including child welfare system reform.

(2) Governance

Following the Rose Revolution in November 2003, the new government in Georgia launched a massive reform effort, aimed at improving governance in general and combating corruption in particular. This reform process was initiated against a background characterised by the absence of the rule of law, a lack of clarity on the roles and responsibilities of the various government sectors, a lack of efficient management,

long-term planning and broad participation. Although the results of such reforms are starting to be visible, many of the underlying problems remain and require further effort.

There are various types of problems in the governance sector that are summarised in the paragraph below. Internal systems within the government, particularly the clarification of powers and competencies between central and local levels and the establishment of a professional and impartial civil service, remain deficient. Oversight of the government is in the very initial stages and public participation in decision-making, although increasing, is not yet institutionalised. Crosscutting concerns relate to data generation and analysis, capacity building of the government, gender equality, independence of the three powers (Executive, Legislative and Judiciary) and respect for Human Rights.

Thus, Georgia needs to tackle its governance reforms via three different but interrelated angles:

- (1) efficiency and effectiveness of the delivery of public services, with a special focus on local government
- (2) transparency and accountability of the Executive, Legislative and Judiciary
- (3) stronger public participation, with a special focus on gender, youth, minorities and elderly.

The United Nations programmes will provide assistance in the development of the necessary governance systems for all three areas, with a particular focus on strengthening the capacity of local government units, bringing government closer to the citizens, and the inclusion of vulnerable groups. There will also be a particular focus on oversight mechanisms, be it institutional oversight or civil society oversight, as well as on overall strengthening of the rule of law. A final focus of the UN assistance will be on policy making capacities and processes at all levels of government.

(3) Basic Social Services

Within the turmoil of the post Soviet socio-economic transition, the systems and quality of basic social services (health, child/family welfare and education, in particular) have been affected by collapsing infrastructure, overcapacity of certain institutional and human resources versus inefficient management, low budget allotments, and decreased funding. The impact of the economic crisis on the disruption of social services, together with increased poverty, limited the accessibility of healthcare and education for the general population and overemphasised the institutionalisation of vulnerable populations as a viable assistance strategy. The deterioration of the infrastructure and management networks has been further compromised by lack of results-oriented policies and long-term strategies with a vague planning framework incapable of reversing the downturn.

Through analysis of the existing social service systems and bottlenecks, quality and accessibility of the population to basic social services have been identified as key challenges.

In terms of health, increasing national capacities for ensuring the fulfillment of the population's rights to basic health services, quality and accessibility of RH services, enhancement of existing national responses to HIV/AIDS, TB and Malaria and the promotion of adequate nutrition have been major programme outcomes prioritised by the UN Country Team (UNCT). The UN contribution towards attainment of the national development goals within the health system will be mainstreamed through advocacy, institutional and human capacity development and programme communication strategies.

Child welfare reform will emphasise the movement from an institution based system of child welfare to community based services. Policy, standards and programmes promoting a social and family environment for the cognitive, social and emotional development of children will be undertaken within the child welfare system resulting in reduced reliance on residential institutions and increased community based family/child welfare services. Regarding education, one UNDAF priority will be the inclusion of life skills education into the national curriculum as well as ensuring increased access of marginalised groups to formal and informal education opportunities. This priority will serve as a basis for UN advocacy and policy development assistance.

(4) Volatility and Instability

The UNDAF outcome for this section focuses on two main areas that have an impact on the country's stability: man-made conflicts and natural disasters. Their prevention, or at least mitigation, are not adequately addressed by the Government due to limited capacity in this field.

Underlying causes for instability include weak governance, general poverty and a dire socio-economic situation, especially in conflict-affected areas. UNCT programmes will focus on capacity building, accompanied by advocacy and awareness raising efforts addressing tolerance, human rights, minority and IDP/refugee rights in the general public as well as in conflict affected populations. Special attention will be given to recovery and rehabilitation projects for IDPs and local communities by restoring basic services, rehabilitating infrastructure and improving the economic situation.

Given the current political and socio-economic situation, the presence of two unresolved conflicts, a history of civil unrest and protest and the existence of other "conflict-prone or unstable" regions, emphasis will be placed on conflict transformation efforts. Examples will include the enhancement of dialogue between parties, the protection of human rights, the promotion of durable solutions for displaced populations and the economic rehabilitation and recovery efforts beneficial to reconciliation and/or future conflict prevention. In parallel to the above, the United Nations will continue its active participation in peace processes regarding Abkhazia and South Ossetia.

Another concern is the very limited natural disaster management capacity at the national level. Since Georgia is a disaster prone country, with hazards such as earthquake, droughts and floods, the requirement to strengthen the Government's preparedness and response capacity is of utmost importance. Therefore, UN agency programmes will focus on initiatives to build this capacity.

Coordination efforts between the government agencies, the UN and civil society should be strengthened and humanitarian concerns should not be limited to a single point on the hypothetical "relief to development continuum". Rather, the complexity of the Georgian context requires simultaneous action across a range of humanitarian related concerns.

The issue of the relief to development continuum and the promotion of transitional programmes directed more towards the development sector, is emphasised. The coordination mechanism between the UN, international and local organizations, and government, should be strengthened. These issues cut across all the thematic areas described in the UNDAF matrix.

(5) Environment

Georgia recognises environmental protection as one of the national priorities. The long-term strategic document "Economic Development and Poverty Reduction Program" states the improvement of environmental condition by the year 2015 as one of the major national goals. In addition the country has adopted the Millennium Development Goals (MDGs) and is at least formally committed to the achievement of these goals by the year 2015, including MDG7 – to ensure environmental sustainability. The United Nations Development Assistance Framework (UNDAF) in the area of environment reflects these national goals and commitments and takes into consideration the collective comparative advantage of the UN system in achieving MDGs.

Thus the UNDAF will contribute to the achievement of national environmental goals and MDG7, specifically *Target 14*: "Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources" with an outcome to be demonstrated progress

towards ensuring environmental sustainability. This UNDAF outcome will be attained through building national and local capacities and adopting sustainable practices for environmental and natural resource management. The related Country Programme Outcomes are largely based on CCA analysis. Amongst others; unsustainable practices of natural resource management, poor capacity for local and global environmental management, low level of integration of environmental considerations into development and sectoral policy and planning, low environmental awareness, an imperfect legal-institutional framework, were identified as immediate, underlying and basic causes for the degradation of the natural environment in Georgia. The UN Country Programme will contribute to eradicating these causes and reversing or at least halting the negative trend of degradation in the natural environment. These outcomes will be attained through the Country Program Outputs described below.

CP Outcome 1: The national and local capacities for sustainable environment and natural resource management will be enhanced through:

- improving the legal-institutional basis and intervention at the policy level, raising the awareness of key decision makers and civil society on sustainable development and environmental sustainability;
- increasing the national capacities for environmental monitoring and the implementation of major UN environmental conventions, including the conventions on climate change, biodiversity protection, land degradation and ozone layer protection;
- empowering the government in financial resource mobilisation and utilisation for environmental protection and;
- strengthening the capacities of civil society for sustainable environmental management through the implementation of the GEF Small Grants Program.

CP Outcome 2: Sustainable environmental and natural resource practices will be promoted and adopted through the implementation of pilot projects, multiplying their successes nationwide, and intervention at the policy level. The focus will be on integrated river basin management, sustainable land resource management, the protection and sustainable use of biodiversity, the expansion and strengthening of protected area systems and the increased use of indigenous renewable energy resources.

III. IMPLEMENTATION

The UNCT plans to keep the existing CCA/UNDAF Theme Groups to coordinate and manage the implementation of the UNDAF. The five Theme Groups, namely Poverty and Economic Growth, Governance, Basic Social Services, Volatility and Instability and Environment will focus on the relevant National Priorities.

The Theme Groups will report to the UNCT. Their terms of reference will include reviewing joint work plans, reviewing monitoring and evaluation activities, and ensuring information sharing. All UN agencies will be encouraged to participate in all meetings of the Theme Groups, and the relevant and interested stakeholders will be invited. Taskforces on cross-cutting issues such as Gender, Human Rights and HIV/AIDS will be formed as needed.

IV. MONITORING AND EVALUATION (M&E)

UNDAF M&E Plan: The UNDAF Theme Groups prepared the UNDAF M&E Plan approved by the UNCT. The Theme Groups will be responsible for the implementation of the M&E plan and will report to the UNCT on this matter.

UNDAF Midterm Review: The UNCT has agreed to undertake an UNDAF Midterm Review in 2008 to assess achievements and shortcomings and to identify strategies for the remaining UNDAF period. The midterm review will ensure that the UNDAF remains relevant to the EDPRP and the national MDGs.

Final UNDAF Evaluation: In 2009 (the second last year of the UNDAF), the UNCT will conduct a joint and final UNDAF Evaluation. The Final Evaluation will assess the results of the UNDAF in terms of : (1) impact and sustainability of impact (2) relevance to Georgia's pursuit of the MDGs, EDPRP targets and other development commitments (3) positioning within the development community (4) effectiveness in contributing to the intended outcomes and (5) the efficiency and effectiveness of the UNDAF as a coordination framework.

Coordination and Management of M&E: The UNCT will coordinate the monitoring and evaluation of the UNDAF by arranging surveys, joint field visits, outcome evaluations and other mechanisms. Stakeholders from the Government, civil society, and the international community will be invited to participate in these activities as appropriate. The groups and individuals assigned to perform M&E tasks will report their findings to the UNCT through the M&E Working Groups.

Strengthening national M&E capacity: The EDPRP and CCA identify a number of areas where national M&E capacity building is needed. Accordingly the UNCT, in cooperation with other partners, will continue supporting the data collection, research, and monitoring functions of the Government (including DevInfo training and support), throughout the UNDAF period. This support aims to enable effective national monitoring of progress toward the MDGs and EDPRP targets, subsequent national development strategies, and other international instruments to which Georgia is a party. The UNDAF Monitoring and Evaluation process will remain closely aligned with national processes.

Risks and Assumptions: The UNCT made a number of assumptions in preparing the UNDAF. These assumptions, and the risks related to them, may affect the achievement of the Outcomes. The assumptions include the following:

- Macroeconomic stability continues
- Political stability continues
- Conflicts do not resume/escalate
- Changes in the regional and international political environment do not have adverse impacts on socioeconomic conditions in Georgia
- Social development receives priority attention from the side of government and donors.

V. TABLES

A. UNDAF RESULTS MATRICES

1. Poverty and Economic Growth

<p>National Priority : <u>Eradicate extreme poverty</u></p> <p>National MDG 1: <u>Eradicate extreme poverty</u></p> <p>Target 1: Halve, between 2000 and 2015, the proportion of people living below the poverty line</p> <p>Target 2: Halve, between 2000 and 2015, the proportion of people that have unbalanced diets</p> <p>Target 3: Ensure the socio-economic rehabilitation and civil integration of the population affected and displaced as a result of conflict and natural calamities</p>		
<p>UNDAF Outcome 1: Reduced number of households living in poverty through the realisation of economic potential and the provision of social welfare</p>		
Country Programme Outcomes	Country Programme Outputs	Partners
<p>1.1 Increased Government capacity to adopt and implement government and joint poverty reduction policies and programmes, through the realisation of economic potential</p>	<p>1.1.1 Development of the EDPRP Action Plan addressing the realisation of economic potential, supported (UNDP, WB, IMF, UNWFP, UNICEF)</p>	<p>MoE, MoF, MoA, MoLHSA, DFID, EU, USAID</p>
	<p>1.1.2 Creation of income generation opportunities through employment and production supported (WB, IMF, IOM, UNWFP, UNFAO)</p>	<p>MoA, MoLHSA, MoE</p>
	<p>1.1.3 Access to and the utilisation of resources by the poor, vulnerable and food insecure improved (UNWFP, WB, UNDP, IOM, UNFAO)</p>	<p>MoA, MoLHSA, MoE</p>
<p>1.2 The adoption and implementation of Government and joint social protection mechanisms addressing the needs of verified vulnerable population groups (pensioners, elderly, disabled adults and children, street children, children at risk of institutionalization, disadvantaged households)</p>	<p>1.2.1 Improved needs-based targeting methodology developed and implemented (WB, UNDP, UNWFP, UNICEF, UNHCR)</p>	<p>MoE, MoLHSA, SDS</p>
	<p>1.2.2 Formulation of social protection and child welfare system reform supported (UNICEF, UNWFP, UNDP, UNHCR, IOM)</p>	<p>State United Social Investment Fund SUSIF, MoLHSA, MoJ, MoF, MoES</p>

2. Governance

National Priority : <u>Governance, anti-corruption, civil service and public finance reforms, and meeting the Copenhagen criteria</u> National MDG 8: <u>Develop a global partnership for development</u> National MDG 3: <u>Promote gender equality and empower women</u>		
UNDAF Outcome 2: Efficiency and accountability of governance structures at central and local levels strengthened, towards an inclusive and participatory decision-making process		
Country Programme Outcomes	Country Programme Outputs	Partners
2.1 Systems and tools for strategic planning and policy making strengthened	2.1.1 Data collection and analytical capacity strengthened and systematised, with the use of Information & Communications Technology (ICT) (UNDP, UNFAO, UNFPA, UNHCR, IOM) 2.1.2 Dissemination of disaggregated data and analysis within government and civil society enhanced through the use of DevInfo (UNDP, UNFAO, UNFPA, IOM, UNICEF) 2.1.3 Hardware, software (and human) capacities for the use of ICT enhanced (UNDP, UNHCR, IOM)	Competent bodies of the Executive branch Statistics Department of the Ministry of Economics
2.2 Management and technical capacity strengthened	2.2.1 Civil service reform implemented, promoting gender equality, particularly in the decision-making process (UNDP) 2.2.2 Competencies and responsibilities of different levels of government clarified (UNDP, IOM) 2.2.3 Financial sustainability and autonomy of local government promoted (UNDP) 2.2.4 Government capacity to assume and implement competencies ensured (UNDP, UNFAO, UNIFEM, IOM)	Competent bodies of the Executive branch Relevant committees of the Parliament USAID through Development Alternatives, Inc.
2.3 Partnership and coordination capacity strengthened	2.3.1 Intra-governmental cooperation in decision making enhanced (UNDP, UNFPA, WHO, UNHCR, IOM) 2.3.2 International cooperation and coordination systems within the government enhanced (UNDP, UNFPA, UNHCR, UNICEF, WHO, IOM)	Competent bodies of the Executive branch, particularly the President's Chancellery USAID through Development Alternatives, Inc. The donor community

<p>2.4 Systems and tools for transparency and accountability strengthened</p>	<p>2.4.1 Rules and procedures for administrative processes enforced and publicised (UNDP)</p> <p>2.4.2 Systems of checks and balances enhanced (UNDP)</p> <p>2.4.3 Efficiency of the legislative process enhanced, with the use of ICT tools (UNDP, IOM)</p>	<p>Competent bodies of the Executive branch, Parliament, Judiciary</p> <p>USAID through the National Democratic Institute</p>
<p>2.5 Accountability mechanisms and the rule of law reinforced</p>	<p>2.5.1 Independence and impartiality of the judiciary enhanced (UNDP)</p> <p>2.5.2 Capacity of the judiciary enhanced (UNDP, UNICEF)</p> <p>2.5.3 Responsiveness of the judicial system to special needs, such as those of juveniles or vulnerable groups enhanced (UNDP, UNICEF, IOM)</p> <p>2.5.4 Competencies and capacities of oversight institutions, such as the Chamber of Control and the Public Defender's Office strengthened (UNDP)</p> <p>2.5.5 Stable electoral process and legislation devised and implemented (UNDP)</p> <p>2.5.6 Independent, impartial and efficient electoral administration established (UNDP, IOM)</p>	<p>Competent bodies of the Executive branch Parliament, Judiciary, Civil Society, Chamber of Control, Public Defender's Office, Central Elections Committee</p> <p>USAID through ABA/CEELI</p>
<p>2.6 Institutional mechanisms for public and community participation developed and established</p>	<p>2.6.1 Processes for enhancing active public participation, such as public debates, public hearings and structured consultation devised and implemented (UNDP, IOM)</p>	<p>Competent bodies of the Executive Branch, Civil Society, Parliament, Public Defender's Office</p> <p>USAID/Urban Institute through implementation of Communities Empowered for Local Decision-Making (CELD)</p>
<p>2.7 Capacity of civil society groups, especially youth, minorities, women and the elderly, to participate in decision making, enhanced</p>	<p>2.7.1 Institutional capacity of CBOs and NGOs strengthened (UNDP, UNFPA, UNHCR, IOM)</p> <p>2.7.2 Capacity of CBOs, NGOs and Youth Organizations to actively participate in decision making process enhanced (UNDP, UNFPA, UNHCR, UNICEF)</p> <p>2.7.3 Capacity of civil society, particularly mass media, CBOs and NGOs, to take part in monitoring process, including Human Rights monitoring, enhanced (UNDP, UNFPA, UNHCR, UNIFEM)</p>	<p>Competent bodies of the Executive branch, in particular the President's Chancellery and MoES (Youth Department), NGOs and CBOs, Parliament</p> <p>USAID/Urban Institute through implementation of Communities Empowered for Local Decision-Making (CELD)</p>

3. Basic Social Services (Health, Child/Family Welfare, Education)

National Priority : Protect the vulnerable and reduce poverty through the efficient provision of basic health care, education and community based child/family services

National MDG 2: Ensure coherence of the Georgian educational system with educational systems of developed countries through improved quality and institutional set up

Target 4: By 2015 maintain universal primary education, ensure the transformation of school education into a 12 year cycle, inclusion into the International Systems of School Education Quality Assessment, achievement of institutional coherence with modern school education systems

Target 7: By 2015 ensure the function of inclusive and integrated educational programmes, incorporate the principles of inclusive education into national study programmes.

National MDG 4: Reduce child mortality

Target 10: Reduce under-5 child mortality rate by 2/3 between 2000-2015

National MDG 5: Improve maternal health

Target 11: Reduce maternal mortality ratio by 3/4 between 2000-2015

National MDG 6: Combat HIV/AIDS, malaria and other diseases

Targets 12-13: By 2015 have halted, and begun to reverse, the spread of HIV/AIDS and incidence of malaria and other major diseases.

UNDAF Outcome 3:

Increased and equal access to quality basic health services and community based child/family welfare services ensured by 2010

Country Programme Outcomes	Country Programme Outputs	Partners
3.1. Gaps and emerging priorities in coordination, management and implementation of HIV/AIDS, TB and Malaria programmes identified and addressed	<p>3.1.1 A single agreed coordination mechanism for HIV/AIDS, TB and Malaria programming maintained through continuous advocacy (UNTG on HIV/AIDS, UNICEF, UNDP, UNFPA, WHO, WB, UNWFP, IOM, UNHCR)</p> <p>3.1.2 A single agreed integrated monitoring and surveillance system established for HIV/AIDS, TB and Malaria by 2006 and functional (UNTG on HIV/AIDS, UNICEF, UNDP, UNFPA, WHO, WB, UNWFP, IOM, UNHCR)</p> <p>3.1.3 UN Implementation Support Plans for HIV/AIDS, TB and Malaria updated annually starting from 2006 and implemented to address the capacity gaps within the national strategic action frameworks. The special “niche” for joint UN response identified within the context of the GFATM and other external partnership programmes (UNTG on HIV/AIDS – UNICEF, UNDP, UNFPA, WHO, WB, UNWFP, IOM, UNHCR)</p>	<p>Advocacy and coordination: CCM, World Bank PIU, Ministry of Labour, Health and Social Affairs, Infectious Diseases, AIDS and Clinical Immunology Research Centre (IDACIRC), National Centre for TB and Lung Diseases (NCTBLD), National Centre for Disease Control and Medical Statistics (NCDC)</p> <p>Capacity Building: USAID/ Save the Children, HRBGS, AIHA – providing services of regional knowledge hubs for PMTCT, IDUs and ART</p> <p>Programme endorsement, implementation, M&E: WB PIU, sub-recipients of the Global Fund project, IDACIRC, NCTBLD, NCDC</p> <p>Capital investments and running costs: WB PIU, sub-recipients of the Global Fund project, IDACIRC, NCDC</p>

<p>3.2 National laws, policies and standards for RH, maternal and child health care and nutrition services adjusted to evidence-based, international guidelines and enforced.</p>	<p>3.2.1 Technical support and expertise provided to MoLHSA national experts board for revision of the national laws, policies and standards for integrated management of ANC, perinatal and postnatal services as per the updated evidence-based guidelines endorsed by WHO, UNICE, UNFPA, AIHA, AAP and other professional and partnership alliances. (UNICEF, UNFPA, WHO)</p> <p>3.2.2 By 2007 all maternity hospitals in Georgia meet the minimum national standards for equipment for quality perinatal and immediate postnatal care (UNICEF, UNFPA)</p> <p>3.2.3 By 2007 at least 80% of staff in maternal and child health services skilled to apply updated guidance and protocols for ANC, perinatal and postnatal care and infant and young child feeding practices (UNICEF).</p> <p>3.2.4 >90% of children under 2 in Georgia countrywide and > 80% at all district levels receive age-appropriate immunisation against 9 antigens as per the National Immunization schedule (UNICEF)</p> <p>3.2.5 Prevalence of malnutrition, including micronutrient malnutrition among female and child population is reduced through promoting adequate nutrition practices and enforcement of national legislation for food fortification (UNICEF, WHO)</p> <p>3.2.6 By 2010 Universal Salt Iodization is sustained and other food fortification programmes initiated based on needs assessment (UNICEF)</p>	<p>Coordination and national programme management: MoLHSA</p> <p>Legislative policy and standards development: MoLHSA, Parliament of Georgia (legislative group and experts committee), professional Pediatric and Ob/Gyn associations</p> <p>Institutional capacity building through provision of MCH equipment at PHC level: PHC Project Partners (World Bank, EU, DFID), Japanese Government</p> <p>Human capacity building: GP training at PHC level supported by PHC Project Partners (World Bank, EU, DFID), AIHA</p> <p>Endorsement, implementation, M&E: MoLHSA, PHC project partners, professional Pediatric & Ob/Gyn associations</p> <p>Endorsing integrated M&E system for food fortification: State Customs Department, State Standards Department, State Department for Statistics, private sector</p> <p>Code monitoring, BF promotion initiatives: MOLHSA, IBFAN Georgian Group, State anti-monopoly service</p>
<p>3.3 Local communities, including vulnerable groups are empowered to claim and fulfill their rights in health, education and child protection.</p>	<p>3.3.1 Awareness of the local population on existing health, education and social benefit packages and programmes increased through media campaigns, IEC materials & outreach programmes to remote areas (UNICEF, UNFPA)</p> <p>3.3.2 Capacities of social service managers and providers strengthened for fulfilling the rights of the communities to basic health, education and welfare services (UNICEF, UNFPA)</p> <p>3.3.3 Communities are empowered for better participation in the provision of basic social services, with a focus on safe motherhood, child health care & development, HIV/AIDS/STI, TB, Malaria and Nutrition (UNICEF, UNFPA, UNTG).</p>	<p>Advocacy and Coordination: MOLHSA – national health policy department, MoES</p> <p>Capacity building programmes for HCWs - PHC Project Partners (World Bank, EU, DFID), NGO “Bioethics Society”</p> <p>IEC campaigns: PHC Project Partners (World Bank, EU, DFID), NGO “Bioethics Society”</p> <p>Enforcement, M&E: MOLHSA (legislative group), NGO “Bioethics Society”</p>

<p>3.4 Population has increased access to information and qualified , client-oriented, gender and age sensitive RH services at all levels</p>	<p>3.4.1 Improved quality of RH services (UNFPA)</p> <p>3.4.2 Increased access of the population, including youth, to client-oriented comprehensive RH services at different levels (UNFPA)</p> <p>3.4.3 Increased awareness of population, including young people to RH/SH information (UNFPA)</p>	<p>Policy and standard development: MOLHSA, professional Ob/Gyn associations</p> <p>Coordination and national programme management: MOLHSA</p> <p>Institutional capacity building through provision of MCH equipment at PHC level: PHC Project Partners (World Bank, EU, DFID), Japanese Government</p> <p>Human capacity building: GP training at PHC level supported by PHC Project Partners (World Bank, EU, DFID)</p> <p>Endorsement, implementation, M&E: MOLHSA, professional Ob/Gyn associations</p>
<p>3.5 Marginalised children (girls, children with special needs and disabilities, youth aging out of institutions) have increased access to formal and informal education. Life skills education provided in 50 % of schools and community based services in selected communities</p>	<p>3.5.1 Policies, legislation, protocols on education are implemented (UNICEF)</p> <p>3.5.2 By 2010 marginalised children know their rights on equal participation and education (UNICEF)</p> <p>3.5.3 Social inclusion and integration opportunities incorporated into community based services (UNICEF)</p> <p>3.5.4 Communities have increased skills and knowledge to provide the smooth transition and integration of marginalised children (UNICEF)</p>	<p>National curriculum: MOES, Pedagogical Institute</p> <p>Resource mobilisation, monitoring and quality control at national level: regional educational, health and social protection departments</p> <p>Capacity building and training:teacher training institutes</p> <p>Community-based services:USAID and Save The Children</p> <p>Youth Involvement and participation:World Vision</p>
<p>3.6 National policy, standards and legislative framework on child welfare reform are developed and adopted</p>	<p>3.6.1. By 2010 a comprehensive and inter-sectoral policy and operational framework on ECD and child welfare developed and operationalised. (UNICEF)</p>	<p>National policy and standards: MOES, MOLHSA</p> <p>Legislative framework: Parliament</p>
<p>3.7 A 50% reduction in the number of children in residential institutions, the closure of infant houses, and an increased number of community based child/family services</p>	<p>3.7 Number of children in institutions</p> <p>Number of institutions closed</p> <p>Number of children in alternative community services</p> <p>Number of needs based services available</p>	<p>MOES, MLHSA</p> <p>UNICEF, World bank, EveryChild, World Vision</p> <p>Other national and international organizations</p>

4. Volatility and Instability

<p>National Priority or Goals: 1. <u>Protect national security and promote human rights</u> 2. <u>Disaster prevention and mitigation to reduce human suffering</u></p> <p>National MDG 1: <u>Eradicate extreme poverty</u> Target 3: Ensure the socio-economic rehabilitation and civil integration of population affected and displaced as a result of conflicts and natural disasters</p>		
<p>UNDAF Outcome 4: Risk and impact of man-made and natural disasters is reduced</p>		
Country Programme Outcomes	Country Programme Outputs	Partners
4.1 Natural disaster management capacities at the national level are established and functioning	<p>4.1.1 Natural disaster risk reduction policies are developed and effective Government emergency management capacity is established (i.e with a clear and coordination-oriented mandate, authority, lines of responsibility, and full institutionalisation) (UNDP, UNRCO Transition Unit)</p> <p>4.1.2¹ The international DMT's emergency preparedness and management capabilities are maintained and strengthened with the aim of supporting the Government in providing an adequate response (UNDP, UNRCO Transition Unit)</p>	<p>Relevant Government entities Swiss Agency for Cooperation and Development, US Government, other donors</p> <p>DMT, non-UN member agencies</p>
4.2 National disaster preparedness and early warning systems are in place and functioning	<p>4.2.1 Government's preparedness capacity to provide an adequate response is strengthened (UNDP, UNRCO Transition Unit, other relief UN agencies)</p> <p>4.2.2 Seismic monitoring capacity and agriculture-related forecasting is strengthened (UNDP, UNRCO Transition unit)</p>	<p>DMT non-UN member agencies, donor agencies Relevant Government entities (Hydro-meteorology Dept., Ministry of Agriculture, State Department of Statistics) Academic institutions (Institute of Geophysics, Earthquake Engineering)</p>
4.3 An effective disaster response is ensured through immediate relief, rehabilitation and recovery activities	<p>4.3.1 A cooperation mechanism between the international DMT and national Government, with clear lines of responsibility for crisis management, is established and functioning (UNDP, UNRCO Transition Unit)</p> <p>4.3.2 The national disaster response is strengthened through emergency relief, rehabilitation and recovery activities (UNICEF, UNHCR, UNWFP, UNDP, UNFAO, UNFPA)</p>	<p>Swiss Agency for Cooperation and Development, US Government, World Bank</p> <p>Relevant Government entities SDC, US Government</p>

¹ In Georgia's context, and more specifically considering the non-existence of national disaster management capacity, a well functioning international Disaster Management Team (DMT) is needed to fill this gap. Therefore, maintenance and strengthening of the DMT, even though not directly falling under UNDAF guidelines, is included as one of the CP outputs.

<p>4.4 Effective mechanisms are created for human rights protection in conflict situations</p>	<p>4.4.1 Human rights approaches are strengthened across the board, including towards women, the displaced, conflict-affected populations and minorities, as well as in the pursuit of equal participation in the decision-making processes (UNHCR, UNDP, UNWFP, UNICEF, IOM)</p>	<p>State Minister on Conflict Resolution Issues Public Defender's Office Regional authorities Ministry for Refugees and Accommodation EC, OSCE Human Dimension Office</p>
<p>4.5 National and regional fora for peace dialogue are initiated at different levels of society and between Governments and civil groups</p>	<p>4.5.1 Peace dialogue among the concerned parties is strengthened (UNDP, UNIFEM, UNICEF, UNWFP, UNHCR, IOM)</p>	<p>UNOMIG, State Minister for Regulation of Conflicts, <i>De facto</i> authorities (Abkhazia/S. Ossetia) Regional authorities Local and International NGOs</p>
<p>4.6 Conflict-related prevention, relief and recovery capacities are enhanced</p>	<p>4.6.1 Prevention and reconciliation are integrated in infrastructure rehabilitation and economic development projects (UNDP, UNHCR, UNICEF, UNWFP, IOM)</p> <p>4.6.2 Basic services rehabilitated and the mechanisms for service administration strengthened (UNDP, UNHCR, UNICEF, UNWFP, IOM)</p> <p>4.6.3 Adequate early warning systems and preparedness measures (contingency planning) are in place and enhanced to ensure an effective response (UNDP, UNWFP, UNHCR, UNICEF, UNFPA, IOM).</p>	<p>State Minister for Regulation of Conflicts <i>De facto</i> authorities (Abkhazia/S. Ossetia) Regional authorities Local and International NGOs</p>
<p>4.7 The shift from humanitarian assistance to longer-term development is further supported</p>	<p>4.7.1. On the basis of improved coordination mechanisms between UN agencies, international and local organizations, and government and local authorities, effective income generation programmes are launched (UNDP, UNFAO, UNFPA, UNHCR, UNICEF, UNWFP, IOM).</p>	

5. Environment

National Priority : Improve the condition of natural environment by the year 2015

National MDG 7: Ensure Environmental Sustainability

Targets 14: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources

Target 15: Halve, by 2015, the proportion of people without sustainable access to safe drinking water

UNDAF Outcome 5:

Progress towards ensuring environmental sustainability demonstrated

Country Programme Outcomes	Country Programme Outputs	Partners
<p>5.1 National & local capacity for sustainable environmental and natural resources management enhanced</p>	<p>5.1.1. National legal-institutional and policy framework for sustainable environmental and natural resources management improved (UNDP, UNFAO, WHO)</p> <p>5.1.2. Awareness of key decision makers and civil society on sustainable development and environmental sustainability raised (UNDP)</p> <p>5.1.3. National capacity for the implementation of UN global environmental conventions addressing climate change, biodiversity protection, land degradation and ozone layer protection global challenges, enhanced (UNDP);</p> <p>5.1.4. Government capacity for environment and natural resources monitoring enhanced (UNDP, UNEP, UNECE, WHO, UNFAO);</p> <p>5.1.5. Government capacity for financial resource mobilization and utilisation for environmental protection enhanced through DFES mechanisms and national trust fund (UNDP);</p> <p>5.1.6. Capacity of national and local NGOs and CBOs for sustainable natural resources management is increased through the GEF Small Grants Programme. (UNDP/GEF)</p>	<p>MoEPNR in cooperation with other line ministries, NGOs, academia and private sector - improvement of legal-institutional & policy frameworks. WB, USAID, GTZ, KFW, REC - assistance with incorporating sustainable environmental management in sectoral planning</p> <p>MoEPNR, NGOs and media - public outreach activities at both national and local levels. USAID, OSCE, Eurasia Foundation, Horizonti Foundation, REC Caucasus - provide technical assistance and funding for public outreach activities</p> <p>MoEPNR in cooperation with line ministries, NGOs, academia and private industries - implementation of global environmental conventions. TACIS - technical assistance with introducing CDM mechanism. Bilateral donors - investments in CDM. Multilateral Fund to Montreal Protocol - assistance with Ozone Depleting Substances (ODSs) phase-out.</p> <p>WB - assistance with monitoring of BTC pipeline and non-pipeline oil spills. USAID - assistance with improving water quality and quantity data collection for the Kura-Aras River Basin. KFW & Sida- assistance with land registry system</p> <p>MoF in cooperation with the MoEPNR - DFES implementation. OECD and WB - technical assistance with the implementation of DFESs</p>

<p>5.2 Sustainable environmental and natural resources management practices adopted at national and community level</p>	<p>5.2.1. Sustainable water management practices adopted for the Kura-Aras River-Basin (UNDP, UNESCO, UNEP)</p> <p>5.2.2. Sustainable Land Management (SLM) practices adopted and expanded through policy intervention and implementation of pilot projects in regions with land degradation problems (UNDP/GEF)</p> <p>5.2.3. Practices for sustainable use and conservation of biodiversity, including agrobiodiversity expanded (UNDP, UNFAO)</p> <p>5.2.4. Protected areas system expanded and strengthened (UNDP/GEF)</p> <p>5.2.5. Access to sustainable energy increased through utilisation of indigenous renewable energy resources (UNDP/GEF)</p>	<p>USAID, EU-TACIS, Sida - assistance with integrated water resources management of river basins. WB - assistance with integrated coastal zone management. WB - improvement of water supply and sanitation infrastructure</p> <p>MoEPNR in cooperation with NGOs - expansion and improvement of management of protected areas system. WB and KFW - support for expansion and strengthening of protected areas system</p> <p>MoA, in cooperation with the MoEPNR, NGOs, local governments and local communities - adoption and implementation of sustainable agriculture practices. WB, GTZ and USAID - support of sustainable agriculture development at both national and local levels</p> <p>MoEPNR, local and self-governing bodies, WB and KFW - sustainable forestry, including community-based forestry</p> <p>MoEPNR and MoFE - promotion of sustainable energy. WB, USAID, KFW, EBRD - assistance with development of energy sector and improvement of access to sustainable energy, including renewable energy (HPPs)</p>
---	---	--

B. MONITORING & EVALUATION FRAMEWORK

1. Poverty and Economic Growth [UNDAF Outcome 1]

Outcome	Indicators (with baseline)	Sources of verification	Risks & Assumptions
<p><u>Expected UNDAF Outcome 1</u></p> <p>Reduced number of households living in poverty through the realisation of economic potential and provision of social welfare</p>	<p>1.1 Poverty level:</p> <p>a) Official poverty rate (proportion on of population below official national poverty line defined at 130 GEL/ month)</p> <p><u>Baseline</u> (a): 51% (2004)</p> <p>b) Extreme poverty rate (proportion of population below extreme poverty line defined at 63 GEL per month)</p> <p><u>Baseline</u>: 17% (2004)</p>	<ul style="list-style-type: none"> ▪ SDS, UNDP 	<ul style="list-style-type: none"> ▪ Economic conditions are stable or improved ▪ Political conflict is stabilised ▪ Natural disasters are under control ▪ Funding crisis is predicted and minimised ▪ Security conditions are ensured to permit program/project operation ▪ Partners involved are able to deliver services to the target population
	<p>1.2 Poverty gap ratio:</p> <p><u>Baseline</u>: 20% from official poverty line and 5.6% from extreme poverty line (2004)</p>	<ul style="list-style-type: none"> ▪ SDS, UNDP 	
	<p>1.3 Poverty severity:</p> <p><u>Baseline</u>: 10.7% for official poverty line and 2.8% for extreme poverty line (2004)</p>	<ul style="list-style-type: none"> ▪ SDS, UNDP 	
	<p>1.4 Gini index for total income and total expenditure</p> <p><u>Baseline</u>: 0.45 for total income; 0.39 for total expenditure (2003)</p>	<ul style="list-style-type: none"> ▪ SDS, UNDP ▪ SDS 	

2. Governance² [UNDAF Outcome 2]

Outcome	Indicators (with baseline)	Sources of verification	Risks & Assumptions
<p><u>Expected UNDAF Outcome 2</u></p> <p>Efficiency and accountability of governance structures at central and local levels strengthened, towards an inclusive and participatory decision-making process</p>	2.1 Satisfaction of citizens with quality of public services and knowledge of citizens about different competencies from different levels of government increase (<u>baseline</u> to be developed through public opinion survey)	<ul style="list-style-type: none"> ▪ Public opinion survey to be conducted at the beginning (baseline), midterm and end of the cycle 	<ul style="list-style-type: none"> ▪ Commitment of the Government ▪ Political stability maintained; ▪ Availability of resources
	2.2 Corruption decreased (<u>baseline</u> : Transparency International report 2004)	<ul style="list-style-type: none"> ▪ Transparency International reports 	
	2.3 Number of institutionalised consultation mechanisms at different levels of government (<u>baseline</u> : 0)	<ul style="list-style-type: none"> ▪ Reports from NGOs and government, and evaluations 	
<p><u>CP Outcomes 2.1, 2.2., 2.3:</u></p> <p>2.1 Systems and tools for strategic planning and policy making strengthened</p> <p>2.2. Management and technical capacity strengthened</p> <p>2.3 Partnership and coordination capacity strengthened</p>	2.1.1 Law on civil service amended; pay and grading system established and implemented; gender balance in senior level established	<ul style="list-style-type: none"> ▪ Law passed, rules and procedures for hiring and career promotion published, data base of civil servants developed 	
	2.1.2 Strategy on decentralization and the necessary legal instruments for its operationalisation adopted, clarity of roles and responsibilities of different levels of government clear, both within government and for citizens	<ul style="list-style-type: none"> ▪ Laws passed, surveys of public opinion at different levels 	
	2.1.3 Quality of services provided by different levels of government enhanced (<u>baseline</u> : public opinion survey on quality of public services by different levels of government)	<ul style="list-style-type: none"> ▪ Survey of public opinion on the services provided by different levels of government 	
<p><u>CP Outcomes 2.4, 2.5</u></p> <p>2.4 Systems and tools for transparency and accountability strengthened</p> <p>2.5 Accountability mechanisms and the rule of law reinforced</p>	2.2.1 Number of complaints addressed to PDO and investigated. Number of audits conducted by Chamber of Control	<ul style="list-style-type: none"> ▪ Reports from Chamber of Control and Public Defender's Office 	
	2.2.2 Impartial and objective selection of magistrates, objectivity in decision making by the judiciary	<ul style="list-style-type: none"> ▪ Reports from HR Organizations 	
	2.2.3 Number of complaints post-elections reduced (<u>baseline</u> : complaints presented in 2004 presidential and parliamentary elections), and no undue interference of government in the elections process	<ul style="list-style-type: none"> ▪ Reports from the Central Elections Commission; Reports from independent monitoring bodies 	
<p><u>CP Outcome 2.6, 2.7</u></p>	2.3.1 Number of active CBOs and NGOs increased	<ul style="list-style-type: none"> ▪ Reports from independent bodies 	

² Due to the complexity and variety of issues captured in this matrix, instead of proposing indicators for the outputs, the CPD outcomes have been regrouped under three broad sections, indicators being proposed for each of these.

2.6 Institutional mechanisms for public and community participation developed and established	2.3.2 Capacity of CBOs, NGOs and Youth Organizations in providing policy input to consultative processes	<ul style="list-style-type: none"> ▪ Reports from government and NGOs 	
2.7 Capacity of civil society groups; particularly youth, minorities, women and the elderly, to participate in decision making enhanced			

3. Basic Social Services [UNDAF Outcome 3]

Outcome	Indicators (with baseline)	Sources of verification	Risks & Assumptions	
<p>Expected UNDAF Outcome 3</p> <p>Increased and equal access to quality basic health services and community based child/family welfare services ensured by 2010</p>	3.1 MMR and % change on annual basis <u>Baseline:</u> 46.2/100,000 live births (2003)	<ul style="list-style-type: none"> ▪ MOLHSA – NCDCMS yearbook, 2005 & 2009 RHS 	<ul style="list-style-type: none"> ▪ Political transitions and instability ▪ Unpredictable economic development ▪ Financial austerity within the social sector and risks to sustainability ▪ Lack of planning, management and implementation capacity at central and local levels ▪ Unavailability/unreliability of quality data for M&E and inadequacy of the monitoring, quality control/quality assurance and reporting systems ▪ Lack of baseline data and integrated systems for assessing social service accessibility ▪ Roles and functions of government structures still to be defined ▪ Reluctance and low motivation of social service workers ▪ Lack of traditions and clarity on the role and potential of community participation 	
	3.2 IMR and % change on annual basis <u>Baseline:</u> 23.8/1,000 live births (2003)			<ul style="list-style-type: none"> ▪ EPI coverage data from NCDCMS Independent EPI evaluation reports (2005/2009)
	3.3 U5MR and % change on annual basis <u>Baseline:</u> 26/1,000 live births (2003)			
	3.4 Percent of children fully immunised as per age-appropriate schedule (BCG, DPT3, OPV3, MCV1, HepB). <u>Baseline:</u> 75-85% in 2003	<ul style="list-style-type: none"> ▪ MOLHSA – National Health Policy Department reports, state standards, guidelines and protocols in MCH/RH 		
	3.5 By 2006 unified national policy, standards and protocols for MCH and RH are elaborated and revised biannually. <u>Baseline:</u> no unified system in existence			
	3.6 National legislative framework on USI and food fortification is endorsed and integrated M&E systems for law enforcement and QC/QA of fortified food at all levels is put in place <u>Baseline:</u> law drafted in 2003, existing M&E system non- integrated and lacks efficiency	<ul style="list-style-type: none"> ▪ Law endorsed by the Parliament of Georgia. Reports: SDS, state standard and customs departments. External assessment reports 		
	3.7 Prevalence and % change of micronutrient malnutrition among child and adult population <u>Baseline:</u> 38-40% for IDD, 40% for IDA, 2002 VitA data to be determined	<ul style="list-style-type: none"> ▪ MOLHSA – NCDCMS yearbook, IDD prevalence surveys (MICS 2005/2009) 		
	3.8 Percentage change of infants exclusively breastfed up to 6 months of age <u>Baseline:</u> 18%, 1999 MICS (2005 baseline TBD by MICS 2005)	<ul style="list-style-type: none"> ▪ MOLHSA – NCDCMS yearbook, 2005/2009 RHS & MICS data 		
	3.9 Contraceptive Prevalence Rate increase by 10% <u>Baseline:</u> RHS (2005)	<ul style="list-style-type: none"> ▪ MOLHSA - NCDCMS Yearbook 		

	<p>3.10 Number of abortions reduced by 20% <u>Baseline:</u> RHC (2005)</p>	<ul style="list-style-type: none"> ▪ MOLHSA - NCDCMS Yearbook 	
	<p>3.11 % of MCH and RH services meeting minimum standards for medical equipment/staff competence. <u>Baseline:</u> 2004-05 data to be determined, MoLHSA target: 80%</p>	<ul style="list-style-type: none"> ▪ MOLHSA – National Health Policy Department reports, state audit reports 	
	<p>3.12 % of population with access to RH services and information by 2010, including CPR and HIV counselling and testing for pregnant women <u>Baseline:</u> RHS data, target: 15% increase</p>	<ul style="list-style-type: none"> ▪ MOLHSA – NCDCMS yearbook, 2005 & 2009 RHS 	
	<p>3.13 At least 80% of 1-9 grade students in selected schools have knowledge and skills on healthy life style and HIV/AIDS prevention <u>Baseline:</u> National curriculum is not focused on skills’ development</p>	<ul style="list-style-type: none"> ▪ Assessment, monitoring and evaluation reports on inclusion of life skills education in the National school curriculum by various stake-holders 	
	<p>3.14 75% of schools are equipped with libraries, computer classes and basic sports supplies <u>Baseline:</u> 2/3 of students cannot afford to buy textbooks/other course materials</p>		
	<p>3.15 At least 50% of marginalised children in selected communities are enrolled into schools <u>Baseline:</u> No baseline available on hidden drop-outs, although indirect evidence reveals marginalised children to have limited and unequal access to formal and informal education</p>		
	<p>3.16 Developed policies, legislation, protocols and guidelines on ECD <u>Baseline:</u> Regulations, standards and services on ECD are not yet available on a wide scale</p>		
	<p>3.17 50% decrease in the number of children in residential institutions, increase in number/type of community based child/family welfare services that prevent separation. <u>Baseline:</u> MoEd 2004 study on children in institutions, infant data on admissions</p>		

4. Volatility and Instability [UNDAF Outcome 4]

Outcome	Indicators (with baseline)	Sources of verification	Risks & Assumptions
<p><u>Expected UNDAF Outcome 4</u></p> <p>Risk and impact of man-made and natural disasters is reduced.</p>	<p>4.1 National disaster management system is operational <u>Baseline:</u> (very limited disaster management capacity exists in Government)</p> <p>4.2 Political processes for conflict resolution are endorsed/ongoing <u>Baseline:</u> (conflict resolution processes are “frozen”)</p> <p>4.3 Socio-economic situation is stabilised for those affected by conflict and/or natural disasters <u>Baseline:</u> (official UN or other evaluation/assessment reports)</p> <p>4.4 Peace agreements are endorsed/facilitated by the UN and other international mechanisms</p> <p>4.5 Number of IDPs reduced and number of returnees in conflict areas increased</p>	<ul style="list-style-type: none"> ▪ Government formally established DM entity; related legislation is adopted and implemented. Evaluation and lessons-learnt reports on disaster responses, evaluation report(s) on Government’s preparedness measures ▪ Socio-economic surveys ▪ Peace agreements are signed and implemented ▪ Evaluation, assessment reports on IDPs 	<ul style="list-style-type: none"> ▪ Natural disasters management is improved ▪ Political conflict is stabilised ▪ Security conditions are improved to permit program/project operation ▪ Possibility for non-compliance with peace agreements
<p><u>CP Outcome 4.1:</u></p> <p>Natural disaster management capacities at the national level are established and functioning</p>	<p>4.1.1 Government formally establishes disaster management entity with clear lines of responsibility and authority</p> <p>4.1.2 Legislation for crises management is adopted</p> <p>4.1.3 International DMT is functioning</p>		<ul style="list-style-type: none"> ▪ Government capacity building occurs ▪ Adoption of Laws could be delayed by legislative process / prioritisation
<p><u>CP Outcome 4.2:</u></p> <p>National disaster preparedness and early warning systems are in place and functioning</p>	<p>4.2.1 Government’s emergency preparedness plans are available and regularly updated</p> <p>4.2.2 Early warning reports are produced and utilised under the specialised governmental entity</p>	<ul style="list-style-type: none"> ▪ Contingency plans ▪ Early warning/forecasting reports 	<ul style="list-style-type: none"> ▪ Government’s capacities are still limited ▪ Limited coordination between various State agencies ▪ Early warning reports / mechanism are not fully utilised
<p><u>CP Outcome 4.3:</u></p> <p>An Effective disaster response is ensured through immediate relief, rehabilitation and recovery activities</p>	<p>4.3.1 MoU between international DMT and Government is signed.</p> <p>4.3.2 In case of emergency the MoU is activated and emergency relief and rehabilitation ensured</p> <p>4.3.3 Long-term recovery is effected</p> <p>4.3.4 Contingency plans are in place (both Government and the DMT)</p>		<ul style="list-style-type: none"> ▪ Contingency plans are not updated regularly; ▪ MOU with the Government is not implemented fully; ▪ Not enough (or lack of) coordination between various response actors

<p><u>CP Outcome 4.4:</u> Effective mechanisms are created for human rights protection in conflict situations</p>	<p>4.4.1 Number of human rights abuse cases is reduced 4.4.2 More active participation in decision making processes is observed</p>	<ul style="list-style-type: none"> ▪ Amnesty International annual report ▪ UNHCR Protection Office report ▪ OSCE Human Dimension office reports ▪ Other HR organization reports 	<ul style="list-style-type: none"> • Lack of opportunities for the monitoring of human rights abuses in conflict and adjoining areas
<p><u>CP Outcome 4.5:</u> National and regional fora for peace dialogue are initiated at different levels of society and between Governments and civil groups</p>	<p>4.5.1 Peace forums are established and functioning</p>	<ul style="list-style-type: none"> ▪ Project evaluation reports of the UN or other actors ▪ “Peace monitoring” reports 	<ul style="list-style-type: none"> ▪ Security restrictions limiting access to the conflict areas ▪ Lack of participation from various parties
<p><u>CP Outcome 4.6:</u> Conflict-related prevention, relief and recovery capacity is enhanced and multi-sector integrated development projects piloted in selected regions of Georgia contributing to conflict prevention and recovery initiatives at the country level</p>	<p>4.6.1 Infrastructure is rehabilitated and socio-economic conditions are improved in conflict/unstable areas 4.6.2 Basic services, such as health, education and social services are available for the population</p>	<ul style="list-style-type: none"> ▪ Impact evaluation report of joint rehabilitation/recovery programmes of UN agencies ▪ Assessments conducted in selected areas 	<ul style="list-style-type: none"> ▪ Constraints to the implementation process due to deteriorating security conditions ▪ Increased political tensions in conflict areas causing suspension of the programmes
<p><u>CP Outcome 4.7:</u> The shift from humanitarian assistance to longer-term development is further supported</p>	<p>4.7.1 On the basis of improved coordination mechanisms between UN agencies, international and local organizations and government and local authorities effective income generation programmes are launched (UNDP, UNFAO, UNFPA, UNHCR, UNICEF, UNWFP, IOM)</p>	<ul style="list-style-type: none"> ▪ Impact evaluation report of income generation programmes ▪ Assessment conducted in every area 	<ul style="list-style-type: none"> ▪ Lack of cooperation and coordination ▪ Accelerated conflict potential

5. Environment [UNDAF Outcome 5]

Outcome	Indicators (with baseline)	Sources of verification	Risks & Assumptions
<p><u>Expected UNDAF Outcome 5</u></p> <p>Progress towards ensuring environmental sustainability demonstrated</p>	<p>5.1 Existence of legal-institutional bases and policy framework for sustainable development <u>Baseline:</u> Non-existence of NSSD and proper coordination mechanism (National Sustainable Development Committee).</p> <p>5.2. Sustainable environmental management incorporated in >90% of development policies and sectoral strategies / plans <u>Baseline:</u> Few sectoral strategies include environmental considerations</p> <p>5.2.1 Decision-making tool to incorporate environmental considerations in development policies and/or sectoral plans introduced <u>Baseline:</u> Non-existence of decision-making tool (e.g. SEA) for incorporation of environmental considerations in sectoral planning</p> <p>5.3 Framework and media-specific environmental strategies/action plans adopted for more than 90% of environmental management fields <u>Baseline:</u> NEAP for 2004-2008 absent, NEHAP is not updated Water strategy & IWRM plan, Air Quality Management plan and Waste Management plan are absent</p> <p>5.4 Ensure Environmental sustainability</p> <p>5.4.1 Land area (%) covered by forests; <u>Baseline:</u> 39.9% (2003)</p> <p>5.4.2 Land area protected (1000 ha/); <u>Baseline:</u> 284,000 ha (2003)</p> <p>5.4.3 GDP per energy use; <u>Baseline:</u> 921kg oil equivalent/1000\$ (2001)</p> <p>5.4.4 Per capita CO₂ emissions (t); <u>Baseline:</u> 1.14 t (2001);</p> <p>5.4.5 Per capita ODSs use (kg): <u>Baseline:</u> 0.0109 kg</p>	<ul style="list-style-type: none"> ▪ MoEPNR, UNDP and other donor programs ▪ MoEPNR and other line ministries, donor programs ▪ MoEPNR, donor programs ▪ MoEPNR, State Statistics Department (environmental statistics, State of the Environment Reports, Environment Performance Reviews and other reports), donor supported environmental programs 	<ul style="list-style-type: none"> ▪ Political stability achieved / maintained ▪ No major change in development goals of the government ▪ Government committed to national environmental goals and priorities (MDG7) ▪ Financial crisis minimised / overcome ▪ Valid comparable data on environment and natural resources available ▪ No major shifts from areas of intervention by major donors active in the country ▪ Donor community maintains current level of coordination

Acronyms

AAP	American Academy of Pediatrics
ABA/CEELI	American Bar Association's Central European and Eurasian Law Initiative
AIHA	American International Health Alliance
ANC	Anti Natal Care
ART	Anti Retroviral Treatment
AWP	Annual Work Plan
BCG	Baccile Calmette-Guerin (anti-tuberculosis vaccine)
BF	Breast Feeding
BTC	Baku-Tbilisi-Ceyhan Pipeline
CBO	Community based Organization
CCA	Common Country Assessment
CCM	Country Coordination Mechanism
CDM	Clean Development Mechanism
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPR	Country Programme Review
DEFS	Debt for Environment Swap
DFID	United Kingdom Department for International Development
DM	Disaster Management
DMT	Disaster Management Team
DPT3	Diphtheria, Pertussis, Tetanus
EBRD	European Bank for Reconstruction and Development
EC	European Commission or European Community
ECD	Early Childhood Development
EDPRP	Economic Development and Poverty Reduction Programme
EPI	Expanded Programme of Immunization
EU	European Union
FY	Fiscal Year
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEL	Georgian Lari
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GoG	Government of Georgia
GP	General Practitioner
GTZ	Deutsche Gesellschaft fur Technische Zusammenarbeit
HCW	Health Care Workers
HepB	Hepatitis B
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HPP	Hydro Power Plant
HQ	Headquarter
HR	Human Rights/Human Resources
HRBA	Human Rights Based Approach
HRBGs	High Risk Behavior Groups
IBFAN	International Baby-Food Action Network
ICT	Information and Communications Technology
IDA	Iron Deficiency Anaemia
IDACIRC	Infectious Diseases, AIDS and Clinical Immunology Research Centre
IDD	Iodine Deficiency Disorder

IDP	Internally Displaced Person
IDU	Injecting Drug User
IEC	Information Education Campaign
IMF	International Monetary Fund
IMR	Infant Mortality Rate
IOM	International Organization for Migration
IWRM	Integrated Water Resource Management
KfW	Kreditanstalt für Wiederaufbau
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health
MCH/RH	Maternal and Child Health/Reproductive Health
MCV1	Measles Containing Vaccine 1 st Doze
MDG	Millennium Development Goal
MH	Maternal Health
MICS	Multiple Indicator Cluster Survey
MMR	Maternal Mortality Rate
MoA	Ministry of Agriculture
MoE	Ministry of Economic Development
MoEPNR	Ministry of Environment Protection and Natural Resources
MoES	Ministry of Education and Science
MoF	Ministry of Finance
MoLHSA	Ministry of Labour, Health and Social Affairs
MoJ	Ministry of Justice
MoU	Memorandum of Understanding
MYFF	Multi-Year Funding Framework
NCDC	National Center for Disease Control and Medical Statistics
NCTBLD	National Centre for Tuberculosis and Lung Diseases
NEAP	National Environmental Action Plan
NEHAP	National Environmental Health Action Plan
NGO	Non Government Organization
NSSD	National Strategy for Sustainable Development
Ob/Gyn	Obstetric Gynecology
ODS	Ozone Depleting Substance
OECD	Organization for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
OPV3	Oral Polio Vaccine
OSCE	Organization for Security and Cooperation in Europe
PAF	Programme Acceleration Fund
PDO	Public Defender's Office
PHC	Public Health Care
PIU	Programme Implementation Unit
PMTCT	Prevention of Mother to Child Transmission of HIV/AIDS
QC/QA	Quality Control/Quality Assurance
RBM	Results Based Management
REC	Regional Environmental Center
RH	Reproductive Health
RH/SH	Reproductive Health/Sexual Health
RHS	Reproductive Health Survey
SDC	Swiss Agency for Development and Cooperation in South Caucasus
SDS	State Department for Statistics
SEA	Strategic Environmental Assessment

Sida	Swedish Agency for International Development
SPR	Standard Progress Report
SUSIF	State United Social Investment Fund
TACIS	Technical Assistance to the Commonwealth of Independent States
TB	Tuberculosis
TBD	To be discussed
U5MR	Under 5 Mortality Rate
UN	United Nations
UN WFP	United Nations World Food Programme
UNAIDS	The Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFAO	United Nations Food and Agriculture Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
UNOMIG	United Nations Observer Mission in Georgia
UNRCO	Office of the United Nations Resident Coordinator
UNTG	United Nations Theme Group
UNV	United Nations Volunteers
USAID	United States Agency for International Development
USI	Universal Salt Iodization
VitA	Vitamine A
WB	World Bank
WHO	World Health Organization

UNDAF PARTICIPANTS

INTERNATIONAL

Office of the UN Resident Coordinator
The Joint United Nations Programme on HIV/AIDS (UNAIDS)
United Nations Development Programme (UNDP)
United Nations Economic Commission for Europe (UNECE)
United Nations Educational, Scientific and Cultural Organisation (UNESCO)
United Nations Food and Agriculture Organisation (UNFAO)
United Nations Population Fund (UNFPA)
United Nations High Commissioner for Refugees (UNHCR)
United Nations Children's Fund (UNICEF)
United Nations Development Fund for Women (UNIFEM)
United Nations Office for Coordination of Humanitarian Affairs (UNOCHA)
United Nations Observer Mission in Georgia (UNOMIG)
United Nations World Food Programme (UNWFP)
International Labour Organisation (ILO)
Office of the High Commissioner for Human Rights (OHCHR)
World Health Organization (WHO)
International Organization for Migration (IOM)
World Bank (WB)
International Finance Corporation (IFC)
United States Agency for International Development (USAID)
European Commission (EC)
UK Department for International Development (DFID)

GEORGIA

President's Administration
Office of the State Minister on Integration into European and Euro-Atlantic Structures
Office of the State Minister on Conflict Resolution
Ministry of Economic Development
Ministry of Education and Science
Ministry of Environmental Protection and Natural Resources
Ministry of Finance
Ministry of Food and Agriculture
Ministry of Foreign Affairs
Ministry of Health, Labour and Social Affairs
Ministry of Internal Affairs
Ministry of Justice
Public Service Bureau
Tbilisi State University
The Central Institute of Georgia for Teachers Qualification and In-Service Training of the Ministry of Education & Science of Georgia
Caucasian Institute for Peace, Democracy and Development (CIPDD)
Child and Environment
Claritas - Mother-Child Nutrition and Wellness Association
Elkana - Biological Farming Association
Every Child
Gender for Socio-Economic Development
Georgian Center for Conservation of Wildlife (GCCW)
ORIGO - Environmental Consultancy, Ltd.
Partnership for Social Initiatives
Tanadgoma - Center for Information and Counselling on Reproductive Health
World Vision International

Georgia CCA/UNDAF Timetable 2004/2005

	Activities	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05
1	UNCT Retreat	1															
2	Finalising 2003 RC/UNCT Report and workplan for 2004		2														
3	Hiring CCA Consultant		2														
4	UNCT and Consultant draft CCA		2	3	4	5											
5	Draft CCA outline is produced and shared with the Regional Team by Consultant/UNCT. [1st week of March]			3													
6	Regional Team member(s) travel to Georgia to contribute to the Orientation worksop, assess CCA outline and revise/finalize QSA plan. [second week of March]			3													
7	Orientation Workshop on CCA/UNDAF for the UNCT with the participation of the Regional Team, facilitator and a resource person [2nd week of March]			3													
8	Comments/suggestions received during the Orientation workshop are incorporated in the final CCA Draft by Consultant.			3													
9	MDG Report finalisation			3	4	5	6										
10	CCA Review by Regional Team [two last week of May and first week of June]					5	6										
11	Incorporation of regional Group comments in the CCA and production of the final version of the document by UNICEF Rep, UN Coordination Officer and UNCT						6										
12	UNCT Human Rights Workshop (2-4 June 2004)						6										
13	Regional Team member(s) travel to Georgia to assist the UNCT with the production of final CCA.							7									
14	UNICEF Representative, UN Coordination Officer and UNCT draft final CCA							7	8								
15	Regional Team member(s) travel to Georgia to provide feedback on final CCA and participate in Prioritization Retreat and development of UNDAF Results matrix in early September 2004.									9							
16	Prioritization Retreat									9							
17	Drafting of UNDAF by UNCT									9	10	11					
18	UNDAF Review by Regional Support Team.												12				
19	Finalization of UNDAF by UNCT												12				
20	Preparing Draft CPDs											11	12				
21	Joint Strategy Meeting														2		
22	Signature of UNDAF																4