

UNITED NATIONS DEVELOPMENT PROGRAMME



PROJECT DOCUMENT
UNDP GEORGIA

Project Title: *Improving the Rule of Law and Access to Justice for All*

Project Number: 01000205

Implementing Partner: UNDP in Georgia

Start Date: 1 January 2023

End Date: 30 June 2024

EPAC Meeting date: 23 May 2023

Brief Description

The project aims to enhance the enjoyment of the rule of law principles by and the overall resilience of the most disadvantaged communities in Georgia through improving their access to justice and socio-economic resources. The project has three main long-term objectives to which it will contribute:

- **Objective 1:** Capacities of the national rule of law institutions strengthened to deliver accountable, effective, and equitable justice services for all;
- **Objective 2:** Measures in place and implemented for the crisis management and socio-economic resilience of those fleeing conflict, violence and/or persecution, including Ukrainian nationals residing in Georgia;
- **Objective 3:** Regional cooperation strengthened to share experience on the rule of law in Armenia, Georgia, Moldova, and Ukraine.

Leave No One Behind is the central transformative promise of the 2030 Agenda for Sustainable Development. As a result and based on the UNDP's global and national programme priorities, the project focuses on ensuring access to justice for the most disadvantaged groups in Georgia. They include persons with disabilities, rural populations, women, ethnic and national minorities, and communities whose access to a healthy and clean environment is under threat. In addition, the project focuses on the Ukrainian nationals residing in Georgia by improving crisis management and ensuring their socio-economic resilience.

The project aims to meet its objectives through cross-sectoral and multi-dimensional interventions with a wide array of governmental and non-governmental partners to leverage strengths and drive transformative change. Key partners include the judiciary, Legal Aid Service, Mediators Association of Georgia, State Care Agency, State Ministry for Reconciliation and Civic Equality, Training Centre of Justice, regional municipalities, as well as local businesses and international and non-governmental organizations and community groups. The project activities include institutional and human capacity building, infrastructure accessibility interventions, awareness-raising campaigns, socio-economic resilience support, and educational engagements with youth groups.

The project will be implemented in partnership with the national government, non-governmental organizations, and UNHCR, as well as in regional cooperation with CSOs and/or rule of law professionals from Armenia, Moldova, and Ukraine and in coordination with the German Embassy in Tbilisi.

Contributing Outcome (UNSDCF, CPD, RPD):

United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021/2025 Outcome 1: By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights, and increased representation and participation of women in decision-making

UNDP Country Programme Document Output 1.2. National legislation and policies to eliminate all types of discrimination, deliver gender-equal results, enhance human rights and equal access to justice, and equitable access to/universal coverage of quality social services, especially for the most vulnerable and marginalized.

UNDP Strategic Plan 2022-2025 Output 2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened

Gender marker: **GEN2**

Management Arrangements: **Direct Implementation (DIM)**

Total resources required:	USD 1,627,701.14	
Total resources allocated:	UNDP TRAC:	
	Government of Germany:	USD 1,627,701.14 (Equivalent of EUR 1,573,987) UNXRATE 01 Dec-2022: 0.967
	In-Kind:	
Unfunded:	0 USD	

Agreed by: **UNDP**

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Nick Beresford

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Nick Beresford, Resident Representative

Date: 29 June 2023

I. DEVELOPMENT CHALLENGE

In July-October 2022, UNDP Georgia commissioned a study to determine the rule of law priorities in Georgia and short- and mid-term needs for UNDP's support. Consultations were held with international partners, national authorities, and civil society representatives. The challenges that the project aims to address were identified based on these consultations and the additional round of engagement with stakeholders in spring 2023.

Since regaining independence in 1991, with the support of international partners, Georgia has been striving to uphold the highest principles of the rule of law, human rights, gender equality and institutional democracy. To achieve this, Georgia has implemented numerous reforms. Yet, significant challenges remain, topped by the global crisis amid COVID-19 and the war in Ukraine.

Georgia signed an Association Agreement with the EU in 2014 and has implemented four waves of judicial reform since 2013. Despite some progress, the country remains politically polarized and turbulent, jeopardizing the rule of law reforms in the judiciary, law enforcement and civil service.¹ Socio-economic progress was also hindered within the last few years amid the global pandemic and the armed conflict in Ukraine. Almost a fifth of the Georgian population lives in poverty.² Inflation and the increase in the cost of living due to the influx of migrants from Russia and Belarus have made COVID-recovery even harder, hindering the social and economic resilience, especially of those communities who were disadvantaged even before COVID, including residents of rural and remote areas, youth, women, persons with disabilities, minorities, conflict-affected communities, and people living in areas prone to natural disasters.³

In its 2022 opinion on Georgia, the European Commission recommended that Georgia must address twelve priorities to receive the EU candidate status, including effective judicial reform and the independence of the judiciary, ensuring gender equality, and strengthening the protection of human rights of disadvantaged groups.⁴

1.1 Independence of judiciary

In 2021, the Global Rule of Law Index ranks Georgia as 49th out of 139 countries worldwide. While in most of the factor scores, Georgia is above the global and regional average, this is not the case with factor scores such as Civil Justice and Constraints on the Government Powers where Georgia falls behind.⁵

The Office of the High Commissioner for Human Rights (OHCHR) in its concluding observations on the fifth periodic report of Georgia raised concerns *"about reports of the persistent lack of independence and impartiality in the judiciary"*.⁶ The European Commission in its 2022 opinion on Georgia's EU membership application noted that *"the independence of the judiciary needs to be consolidated and accountability and impartiality of the entire judicial institutional chain ensured"*.⁷ The European Commission for Democracy through Law (Venice Commission) underlined in 2022 that Georgia must address *"judicial corporatism and self-interest in the High Council of Justice which should involve a comprehensive reform of the High Council of Justice"*.⁸

1.2 Access to court decisions and data management systems

Access to court decisions and data management systems in the Georgian judiciary fall short of the judicial transparency standards. This negatively impacts judicial policymaking and advocacy due to the lack of data.

In 2016, the High Council of Justice of Georgia launched a website: INFO.COURT.GE to create a public database of court decisions.⁹ However, the website lacks a search engine and is not user-friendly. It has also not been updated as after

¹ UNDP Country Programme Document for Georgia (2021-2025), 2021, DP/FPA/CPD/GEO/4

² National Statistics Office of Georgia (2022)

³ UNDP Country Programme Document for Georgia (2021-2025), (2021), DP/FPA/CPD/GEO/4

⁴ Opinion on Georgia's application for membership of the European Union, June 2022.

⁵ 2021 World Justice Project, Country Press Release, Georgia, available at https://worldjusticeproject.org/sites/default/files/documents/Georgia_2021_WJP_Rule_of_Law_Index_Country_Press_Release.pdf, 2021.

⁶ Concluding Observations on the 5th Periodic Report of Georgia: UN Human Rights Committee, September 2022, CCPR/C/GEO/CO/5.

⁷ Opinion on Georgia's application for membership of the European Union, June 2022.

⁸ Venice Commission follow-up Opinion to Four Previous Opinions Concerning the Organic Law on Common Courts, March 2023.

⁹ See the HCJ decision on the rule of publication and issuing the decisions of the common courts of Georgia, applicable to all decisions made by district (city) courts, courts of appeal and the Supreme Court.

2020 the judicial administration stopped publishing new decisions. The Venice Commission's 2023 follow-up opinion on Georgia urges the judiciary to ensure "access be given to past decisions as well as to future ones".¹⁰

The Audit of the Information Technology Infrastructure and Software Asset Management of the Georgian Judicial System was conducted in 2018 and identified several operational and management shortcomings and noted that the software system is outdated.¹¹ Civil society groups highlighted that the judiciary lacks inclusive and gender-responsive digital data collection systems. This is even though the Georgian Law on Gender Equality obliges state institutions to process sex-disaggregated data.¹²

1.3 Disciplinary proceedings and Code of Ethics

OHCHR in its 2022 concluding observations on Georgia expressed concern about the concentration of powers within the High Council of Justice, "including the power to nominate and discipline judges".¹³ In 2023 the Venice Commission stressed the need to further consolidate the independence of the judiciary in Georgia, including by restricting the grounds for the disciplinary proceedings against individual judges related to the expression of opinion to the manifest violations of the duty of political neutrality.¹⁴

The judiciary adopted the Code of Ethics for Judges in 2022 and subsequently the High Council of Justice established a working group to design the commentaries (explanatory guidelines). Concerns remain that without relevant knowledge and capacity within the judiciary administration and across individual judges the implementation of the Code of Ethics may be inconsistent and, as a result, disciplinary proceedings could be misused for political purposes.

1.4 Alternative Dispute Resolution (ARD)

The improvement of Georgia's business and investment environment is one of the key priorities of the EU-Georgia Association Agenda, which confirmed the need to develop ARD mechanisms to improve the business environment and ensure a better legal system and access to justice in Georgia.¹⁵ The institutionalisation of ARD is also a way to support better access to justice for socio-economically disadvantaged groups, especially as the Georgian judiciary faces a long backlog of cases.

Despite long-term reforms to institutionalise ADR mechanisms in Georgia, the awareness of alternative justice is still low. A 2017 opinion survey commissioned by the EU and UNDP found that the level of awareness of mediation is low and only 14% of the Georgian population have heard of it.¹⁶ Similar results were reported in 2020.¹⁷

UNDP and the EU supported the establishment of the Mediators Association of Georgia in 2019. The Association continues to require capacity assistance as the issue of public trust in mediators as well as gaps in the legislation and practice remain, impeding the efficiency of the mediation process. It also lacks outreach to disadvantaged groups, such as those living in the regions and ethnic and national minorities.

1.5 Access to justice for persons with disabilities

Georgia ratified the United Nations Convention on the Rights of Persons with Disabilities in 2014. However, persons with disabilities face significant challenges, including in accessing justice. The UN Committee on the Rights of Persons with Disabilities in its 2023 concluding observation on Georgia highlighted the accessibility barriers to the physical environment in Georgia, including healthcare premises, court buildings, notary bureaus, and public transport. The Committee also mentioned the lack of information about legal aid and remedies for persons with disabilities.¹⁸

¹⁰ Venice Commission Follow-up Opinion to Four Previous Opinions Concerning the Organic Law on Common Courts, Georgia, March 2023.

¹¹ Audit conducted with the support of EU, Council of Europe, East-West Management Institute, and GIZ

¹² Article 5 of the Georgian Law on Gender Equality, adopted in 2010.

¹³ Concluding Observations on the 5th Periodic Report of Georgia: UN Human Rights Committee, September 2022, CCPR/C/GEO/CO/5.

¹⁴ Venice Commission follow-up Opinion to Four Previous Opinions Concerning the Organic Law on Common Courts, March 2023.

¹⁵ EU-Georgia Association Agreement, signed in June 2014 and entered into force in July 2016.

¹⁶ Human Rights and Access to Justice in Georgia: Public Perceptions and Awareness, Final Study Report; Commissioned by the EU and the UNDP and conducted by ACT, available at <https://www.undp.org/georgia/publications/human-rights-and-access-justice-georgia-public-perceptions-and-awareness>, July 2017.

¹⁷ Caucasus Research Resource Center, Court Accessibility, Retrieved from <http://caucasusbarometer.org>

¹⁸ Concluding Observations on the Initial Report of Georgia, Committee on the Rights of Persons with Disabilities, April 2023,

1.6 Access to justice for ethnic and national minorities

Over the past years, Georgia has strengthened its legislative framework for the promotion of the rights of ethnic and national minorities. The country has adopted a State Strategy for Civic Equality and Integration 2021-2030 and its Action Plan. However, the political participation and rights of persons belonging to minorities remain insufficiently enforced.

The lack of knowledge of the Georgian language is a key barrier affecting access to justice for ethnic and national minorities. According to the 2014 General Population Census of the National Statistics Office of Georgia, ethnic minorities in Georgia primarily speak Azerbaijani, Armenian and Russian.¹⁹ Despite this, the legislative acts of Georgia are often translated into English (as per Georgia's commitment under the EU Association process) rather than minority languages.

Access to justice is further impeded by the lack of knowledge of legal rights. According to the 2021 study conducted by the Social Justice Centre, ethnic minorities in Georgia refrain from reporting crimes or disputes due to the lack of awareness around their legal rights.²⁰

1.7 Legal aid

The United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems recognize the significant role of legal aid and urge Member States to put in place accessible, effective, and sustainable legal aid systems, with specialized services for disadvantaged groups.²¹

UNDP and UNODC 2017 Global Study on Legal Aid identified public mistrust towards legal aid lawyers due to the perceived affiliation with the police, prosecutorial or judicial agencies as one of the main challenges of Georgia's legal aid system along with the shortage of lawyers in the rural areas and lack of awareness that legal aid services are available at little or no cost.²² A 2017 opinion survey commissioned by the EU and the UNDP found that 56 % of the village population respondents were not aware of the possibility of free legal aid.²³

The LEPL Legal Aid Service is the largest provider of free legal aid in Georgia. Local CSOs also provide free legal services, some of which are highly specialized for target groups. The Network of Legal Aid Providers was established in 2017 with the UNDP's support to improve coordination among various state and non-state legal aid providers.²⁴ However, the Network has largely stopped working and coordination among the portal members and the structured referral system between organizations are not facilitated.

1.8 Environmental justice

The UN Human Rights Council recognized the human right to a clean, healthy, and sustainable environment in 2021. The UNDP Environmental Justice Technical report highlights that to achieve SDGs and global biodiversity and climate change goals, enabling legal frameworks at national and international levels is of foremost importance.

In Georgia, there is a lack of awareness about environmental justice even though many communities face substantial environmental threats stemming from air pollution, factories, mining, and large-scale development projects. For example, based on the World Health Organization report, Georgia had one of the highest mortality rates in the world caused by air pollution, with close to 250 deaths per 100,000 people in 2012.²⁵ Similarly, according to the World Health

CRPD/C/GEO/CO/1.

¹⁹ Cited in Access to Justice in Georgia, Social Justice Center.

²⁰ Access to Justice in Georgia, Social Justice Center, available at https://socialjustice.org.ge/uploads/products/pdf/Access_to_Justice_in_Georgia_1632406837.pdf, 2021.

²¹ United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems, Resolution adopted by the General Assembly, UNODC, 2013.

²² Global Study on Legal Aid, Global Report, UNDP, and UNODC, available at <https://www.undp.org/publications/global-study-legal-aid>, February 2017.

²³ Human Rights and Access to Justice in Georgia: Public Perceptions and Awareness, Final Study Report; Commissioned by the EU and the UNDP and conducted by ACT, available at <https://www.undp.org/georgia/publications/human-rights-and-access-justice-georgia-public-perceptions-and-awareness>, July 2017.

²⁴ Free Legal Aid Portal, available at <http://free.mylaw.ge/en/page/about-portal.pbn>

²⁵ World health statistics 2017: monitoring health for the SDGs, Sustainable Development Goals, World Health Organization, available at <https://apps.who.int/iris/bitstream/handle/10665/255336/9789241565486-eng.pdf?sequence=1>, page 66.

Organization 2019 database, air pollution-related fatalities per 100,000 Georgians annually were significantly higher than in most Western European countries, and even higher than in neighbouring Armenia and Azerbaijan.²⁶

Local CSOs report that there are substantial gaps in legal mechanisms for ensuring compliance with environmental standards in Georgia.²⁷ Enforcement agencies and municipalities lack enforcement tools and are prone to undue influence from central authorities and businesses, while court litigation is often ineffective due to a lack of clear legislative standards and inordinately long hearing times. In addition, the national rule of law professionals lack knowledge of and sensitization to environmental justice.

1.9 Ukrainian influx to Georgia

Ukrainians fleeing the conflict to Georgia, along with the increased migration from Russia and Belarus, has exacerbated the socio-economic challenges in the country, slowed the post-COVID-19 recovery and increased pressure on the national crisis response system and public services.

Since the start of the war by the Russian Federation in Ukraine in 2022, out of 180,000 Ukrainian nationals who came to Georgia, around 24,000 remain in the country. They plan to stay longer in Georgia through necessity or choice and are mostly located in Tbilisi and Batumi; however, some communities have also settled in Kutaisi, Rustavi, Poti and Zugdidi. According to the UNHCR reports, at this stage, the transition from state-funded hotel accommodation to cash assistance has been completed and “socio-economic inclusion (shorter term) and integration (longer term) and adequate support in healthcare, social services and education are high priorities”.²⁸

While many Ukrainians can quickly manage and navigate the Georgian environment, vulnerable groups, including children, single parents and families with multiple vulnerabilities need further support to build social resilience and feel mentally, emotionally, and physically safe in the new country and new environment after a lifetime trauma of war experience. The new survey conducted by UNHCR and World Vision on the intentions and needs of refugees from Ukraine shows that 77% of respondents reported that they are unemployed (language barriers, the lack of child support services and decent employment opportunities are reported as the main obstacles) and 36% reported that they are not receiving enough information about available assistance and socio-economic services in Georgia.

II. STRATEGY

The project strategy is based on UNDP’s global and national programme priorities and the development challenge as outlined in Section I.

The overall expected project impact in the long-term is that:

Disadvantaged communities in Georgia enjoy the rule of law principles in life and develop resilience through improved access to justice and socio-economic resources.

Specifically, the project has three main long-term objectives:

Objective 1: Capacities of the national rule of law institutions strengthened to deliver accountable, effective, and equitable justice services for all;

Objective 2: Measures in place and implemented for the crisis management and socio-economic resilience of those fleeing conflict, violence and/or persecution, including Ukrainian nationals residing in Georgia;

Objective 3: Regional cooperation strengthened to share experience on the rule of law in Armenia, Georgia, Moldova, and Ukraine.

²⁶ Ambient Air Pollution attributable death rate (per 100,000 population); World health organization, 2019 retrieved from WHO database, available at [https://www.who.int/data/gho/data/indicators/indicator-details/GHO/ambient-air-pollution-attributable-death-rate-\(per-100-000-population\)](https://www.who.int/data/gho/data/indicators/indicator-details/GHO/ambient-air-pollution-attributable-death-rate-(per-100-000-population))

²⁷ Meeting with Social Justice Center; see also Social Justice Center analytical reports on environmental issues and green politics, available at <https://socialjustice.org.ge/en/topic?topic=31>.

²⁸ UNHCR, “Ukrainian Refugees in Georgia”, Brief, December 2022.

Given the short year-and-a-half implementation timeframe, the project will strive to achieve the results at the output level, while contributing to the longer-term objectives.

2.1 Contribution to UNDP strategic documents

The expected project impact and long-term objectives contribute to Outcome 1 and the respective outputs of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025, which foresees that by 2025, *“all people in Georgia enjoy improved good governance, more open, resilient, and accountable institutions, the rule of law, equal access to justice, human rights, and increased representation and participation of women in decision-making”*. Through its support for the Ukrainian community in Georgia and work on environmental justice, the project secondarily contributes to Outcomes 4 and 5, which foresee that by 2025, *“conflict-affected communities enjoy human rights, enhanced human security and resilience, and that all people, without discrimination, enjoy enhanced resilience through improved environmental governance, climate action and sustainable management and use of natural resources in Georgia”*.

The project contributes to SDG 16 (Peace, Justice, and Strong Institutions) by improving access to justice for all and contributing to building effective, accountable and inclusive institutions in Georgia, as well as secondarily to SDG 5 (Gender equality) by promoting gender equality.

The project complies with the UNDP County Office programme priorities and solution pathways as mapped out in the UNDP Country Programme Document for Georgia (2021-2025). Namely, the project directly contributes to Outcome 1: *“By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights, and increased representation and participation of women in decision-making”* and its Output 1.2: *“National legislation and policies to eliminate all types of discrimination, deliver gender-equal results, enhance human rights and equal access to justice, and equitable access to/universal coverage of quality social services, especially for the most vulnerable and marginalized.”*

The project contributes to the respective parts of the solution pathways:

- Supporting judicial and rule of law reform;
- Expanding access to justice by making mediation and other forms of alternative dispute resolution more readily available;
- Overcoming alienation in the regions and areas with a large share of national minorities and rural populations;
- Enhancing environmental justice to safeguard a green, clean and climate-resilient environment;
- Supporting persons with disabilities and other at-risk groups;
- Enhancing the quality of social services and promoting self-sufficiency for conflict-affected people.

As a multidimensional engagement, the project also contributes to several outputs on poverty and inequality, governance, resilience, environment, and gender equality in the UNDP 2022-2025 Strategic Plan, including:

- Output 1.2 [secondary]: *Social protection services and systems strengthened across sectors with increased investment;*
- Output 1.3 [secondary]: *Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity;*
- Output 2.2 [primary]: *Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened;*
- Output 2.3 [secondary]: *Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding;*
- Output 2.4 [secondary]: *Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement;*

- Output 3.4 [secondary]: *Integrated development solutions implemented to address the drivers of irregular and forced migration, enhance the resilience of migrants, forcibly displaced and host communities, and expand the benefits of human mobility;*
- Output 4.1 [secondary]: *Natural resources protected and managed to enhance sustainable productivity and livelihoods;*
- Output 6.1 [secondary]: *Country-led measures implemented to achieve inclusive economies and to advance the economic empowerment of women in all their diversity, including in crisis contexts;*
- Output 6.2 [secondary]: *Women's leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, in order to advance gender equality, including in crisis contexts.*

The project is part of the UNDP Global Programme for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development (Phase IV) 2022-2025 and through its objectives contributes to several Programme outcomes and outputs:

- Programme Outcome 1: *Inclusive, people-centred systems that provide quality justice and security services and uphold and protect human rights are trusted and accessible, especially in contexts affected by crisis, conflict or fragility;*
- Programme Outcome 2: *Regional and global level policy on rule of law, justice, security and human rights is evidence-based, affirms a development perspective, and informs high-quality programming.*
- Programme Output 1: *People experience greater equality and are more empowered to access justice and exercise their rights;*
- Programme Output 2: *Duty bearers and power holders are more accountable and responsible for upholding the rule of law and realising human rights;*
- Programme Output 3: *Justice and security systems, services and institutions are more people-centred and effective;*
- Programme Output 4: *Communities experience greater security, safety and resilience through people-centred approaches.*

2.2 Theory of change and assumptions

As outlined in Section I, Georgia's rule of law system has not yet managed to secure full access to justice and the enjoyment of the rule of law principles for all. The effective functioning of the national rule of law system is crucial for inclusive and sustainable development, including ensuring the socio-economic resilience of disadvantaged communities. The 2023 Agenda for Sustainable Development stressed that Leave No One Behind is the central transformative promise for the UN. As a result and based on the UNDP's global and national programme priorities, the project focuses on ensuring access to justice for the most disadvantaged groups in Georgia. They include persons with disabilities, rural populations, women, ethnic and national minorities, and communities whose access to a healthy and clean environment is under threat. In addition, the project focuses on the Ukrainian nationals residing in Georgia by improving crisis management and ensuring their access to socio-economic resources.

The theory of change revolves around two main overarching ideas: Firstly, making the rule of law institutions more inclusive, transparent and better capacitated to respond to everyone's justice needs will allow the most disadvantaged groups to enjoy the rule of law principles in their life. Secondly, supporting the socio-economic integration into host societies of those fleeing conflict, violence and/or persecution, such as the Ukrainians residing in Georgia, will increase the community resilience.

The theory of change is based on the premise that the project's longer-term impact will be achieved through improving transparency and accountability of selected justice institutions, enabling the most disadvantaged groups to access justice, increasing legal empowerment in environmental issues at national and regional levels, supporting income-generating activities of disadvantaged groups, increasing access to social services, and promoting regional collaboration among youth and women groups, and rule of law professionals across Armenia, Moldova, Georgia and Ukraine to advance the understanding and implementation of the rule of law principles. This will enable the project to contribute to the (UNSDCF) 2021-2025 outcomes.

The theory of change is formulated as follows:

IF the rule of law institutions are capable of delivering accountable, transparent, gender-responsive and inclusive quality services to the most disadvantaged groups, **and IF** the technical capacity of relevant rule of law professionals is built to perform better, **and IF** those fleeing conflict, violence and/or persecution, including the Ukrainians residing in Georgia are supported by socio-economic integration measures, **and IF** civil societies from Armenia, Moldova, Georgia and Ukraine exchange experience in the application of the rule of law and access to justice, **THEN** the most disadvantaged groups will fully enjoy the rule of law principles in life and increase their overall resilience.

Several key assumptions underpin the project's ability to achieve its objectives, including:

- The readiness and willingness of the national rule of law system, including the leadership and administration of key partners such as the judiciary, as well as individual judges and other rule of law professionals to cooperate;
- The capacity of the project partners, including state institutions and international and local NGOs and groups to implement the project activities;
- The interest and willingness of the most disadvantaged groups, including persons with disabilities, rural populations and ethnic and national minorities to access services enhanced by the project;
- The willingness of the Ukrainian community to remain in Georgia in the foreseeable future;
- The trust and utilization by the Ukrainian community of the services and opportunities offered by the project;
- The willingness of civil society, particularly women and youth groups from Armenia, Georgia, Moldova, and Ukraine to cooperate with each other and exchange experiences in the application of the rule of law and access to justice.

The assumptions are based on scoping meetings with the relevant stakeholders and partners and the analysis of publicly available information, as well as UNDP's previous experience with designing and managing projects with similar stakeholders. The risk registry addresses those assumptions that have accompanying risks in detail and offers mitigation measures.

The diagram below presents a theory of change showing the linkages between the development challenge and the immediate, underlying and root causes.



2.3 Gender considerations

Social-economic and cultural barriers affect women's access to justice in Georgia. The Georgian justice system is gender-neutral, which means men have more access (financial, social) to it than women. The gap is even bigger when it comes to people with disabilities, migrant women, single/multiple parents, ethnic/national minorities, and victims of domestic violence. Women belonging to ethnic/national minorities have additional barriers due to their poor knowledge of the state language. In addition, the court system does not collect and analyze sex-disaggregated data.

As a result, gender is a cross-cutting issue that is mainstreamed across the project through outcomes, outputs, indicators, and activities. The project promotes gender equality in a significant way (Gender Marker 2) and assigns a minimum of 15% of project funding to activities related to gender equality and women's empowerment. The outputs on the digital data collection system management, the Mediator's Association of Georgia, and cross-regional CSO cooperation specifically include women and are gender-responsive. Other outputs mainstream gender by including gender-disaggregated data requirements in the indicators.

2.4 Lessons learnt

Improving the Rule of Law and Access to Justice for All is a new initiative. Some of the key lessons learnt from the previous similar projects implemented by UNDP in Georgia are:

- The assumptions made when designing the theory of change – for example, availability of human resources, the political will to change, and assumptions made about the existing capacities of partners and civil servants – may change with political or personnel changes, requiring corrective intervention. The project team must stay engaged with counterparts at both policy and operational levels. The context analysis must draw on communication/signals from both senior policy staff and the implementation-level civil servants to continuously check whether the assumptions hold true.
- A human-rights-based approach and sensitivity towards disadvantaged groups among rights holders and duty bearers in Georgia are low. Sufficient resources should be invested in tailored human rights and inclusive education and awareness-raising activities. For a tangible change in human rights culture, unified efforts of the international players, government institutions and civil society are needed.
- National partners are tempted to focus on visibility, and less so on result-based project management. Robust monitoring of the results achieved is often overlooked. The project will employ a full-time Monitoring and Implementation Officer who will work regularly with project partners, including the grantees, to ensure the timely delivery of results and measurement of the project outputs and outcomes.

III. RESULTS AND PARTNERSHIPS

3.1 Expected results

In total, the project will have six outcomes:

Outcome 1.1: Improved accountability and transparency of the selected justice institutions enhance access to justice for all;

Outcome 1.2: Disadvantaged groups benefit from the increased application of the rule of law principles in their life;

Outcome 1.3: Increased access to environmental justice and legal empowerment at national and regional levels;

Outcome 2.1 Improved crisis management, socio-economic integration and resilience building of the most disadvantaged communities, including those from Ukraine residing in Georgia;

Outcome 2.2: Access to social services for the most disadvantaged communities from Ukraine and other countries residing in Georgia increased;

Outcome 3.1. Cooperation between civil societies from Armenia, Georgia, Moldova, and Ukraine on the rule of law is enhanced.

Outcomes 1.1, 1.2, and 1.3 correspond to objective 1 (Capacities of the national rule of law institutions strengthened to deliver accountable, effective and equitable justice services for all). Outcomes 2.1 and 2.2 correspond to objective 2 (Measures in place and implemented for the crisis management and socio-economic resilience of those fleeing conflict, violence and/or persecution, including Ukrainian nationals residing in Georgia). Outcome 3.1 corresponds to objective 3 (Regional cooperation strengthened to share experience on the rule of law in Armenia, Georgia, Moldova, and Ukraine). Each outcome is described in more detail below.

Outcome 1.1. Improved accountability and transparency of the selected justice institutions to enhance access to justice for all will be achieved through the following outputs:

Output 1.1.1: *The gender-responsive and inclusive digital data collection and management is enhanced in justice administration through progress towards process automation and Information and Communication Technologies (ICT)* will improve the accountability and transparency of the judiciary to enhance access to justice for all by starting to set up a methodology for gender-responsive and inclusive digital data collection systems. Indicative activities include providing international technical assistance through an international consultant to assess the current system and support to reinforce inclusive digital data collection, including gender-responsive data at the judiciary (1), and to present the findings and recommendations to the rule of law professionals and justice administration (2).

Output 1.1.2: *The judiciary is able to more thoroughly implement the Code of Ethics* will facilitate discussions and workshops among judges on the best practices of implementation of the Code of Ethics and support the capacity of the High School of Justice of Georgia on ethics policies. Suggested activities include supporting the knowledge-building of judges through in-person discussions and workshops based on the analysis of Georgian and international best practices (3).

Output 1.1.3: *The institutionalisation of mediation is enhanced by an improved capacity of the Mediators Association of Georgia with a focus on gender and inclusivity and broader societal awareness on mediation* will support mediation mechanisms by improving their capacity and popularizing their use among women, ethnic minority communities and regional communities. The project will sign a Letter of Agreement with the Mediator's Association of Georgia to address their capacity needs and build the knowledge of the rule of law professionals and the wider public, including on advancing the restorative justice mechanisms for women, through meetings, workshops, and seminars. Awareness-raising activities on mediation, including in ethnic minority regions aiming at popularizing mediation as an alternative dispute resolution method will also be conducted (4).

Outcome 1.2. Disadvantaged groups benefit from the increased application of the rule of law principles in their life will be achieved through the following outputs:

Output 1.2.1: *Persons with disabilities and other disadvantaged groups have greater access to justice and the key rule of law institutions* aims to enhance the access of persons with disabilities to justice. Indicative activities include adapting the infrastructure of at least two courts buildings and the LEPL Agency for State Care and Assistance for the (Statutory) Victims of Human Trafficking (State Care Agency) (1), and adopting standard operating procedures or guidelines on delivering services to people with disabilities, including people with intellectual disabilities, by key rule of law institutions such as the judiciary and the Legal Aid Service (2). Capacity support engagement by providing workshops to the representatives of the rule of law institutions on the rights of persons with disabilities and other disadvantaged groups is also foreseen (3).

Output 1.2.2: *Improved capacity of Legal Aid Service and members of the Legal Aid Providers Network to deliver quality legal services, with a focus on the most disadvantaged groups countrywide* will support the capacity needs of legal aid providers in Georgia. A Letter of Agreement will be signed with the LEPL Legal Aid Service to update their casework software, support the establishment of mobile legal clinics in rural areas (including purchasing mobile clinic vehicles), increase the capacity of public lawyers from the Legal Aid Service on delivering quality services to disadvantaged groups, and re-establishing the Legal Aid Providers Network to coordinate work and facilitate referrals among legal aid providers (4). Additional activities are planned to improve the operational and technical capacities of legal aid-providing CSOs through trainings, workshops and policy assistance (5).

Output 1.2.3: *Increased access to the national legal database for ethnic and national minorities* will support improving access to justice for ethnic and national minorities by ensuring access to legislation and socio-economic state programmes in Armenian and Azerbaijani languages. Activities include translating and disseminating legal and policy documents into Armenian and Azerbaijani (6).

Outcome 1.3. Increased access to environmental justice and legal empowerment at national and regional levels will be achieved through the following outputs:

Output 1.3.1: *The access to justice on environmental issues in Georgia is assessed and analysed* will focus on the assessment and analysis of access to justice on environmental issues through comprehensive research of the Georgian environmental justice legislation, case law, and policies. As a result of the research, legislative and policy gaps will be identified and relevant recommendations elaborated based on international standards and best practices (1). The findings and recommendations will be presented to the rule of law professionals and the wider public through a public advocacy event (2).

Output 1.3.2: *The national rule of law institutions have increased capacity and knowledge to better address existing gaps in environmental justice* will support the capacity of judges and other rule of law professionals to increase their knowledge and capacity on environmental justice issues, the relevant legal framework, and international best practices. A series of workshops will be organized by international and local experts for judges and other rule of law professionals (3). Designing a training module on environmental justice for the Georgian Bar Association and the High School of Justice is also foreseen (4).

Output 1.3.3: *Public awareness on environmental justice issues is raised* will increase public awareness on environmental justice through designing and delivering a six-month-long campaign on environmental justice targeting rule of law professionals and the wider public. A tender procurement call will be announced to select the organization designing and implementing the campaign. The campaign will include various activities such as public events, workshops, community meetings and media outreach events, including social media (5).

Output 1.3.4: *A regular exchange of expertise and experience on environmental justice issues at a regional level is facilitated* will support the strengthening of ties between the rule of law community from Armenia, Moldova, Ukraine and Georgia on environmental justice. An international workshop/conference will be organized with the aim to support experience sharing and engagement between the rule of law professionals and/or activist groups from Armenia, Moldova, Ukraine, and Georgia on environmental justice (6).

Outcome 2.1 Improved crisis management, socio-economic integration and resilience building of the most disadvantaged communities, including those from Ukraine residing in Georgia will be achieved through two outputs:

Output 2.1.1: *The Centre for socio-economic resilience is established, including a helpdesk and information hub for service delivery and referral of disadvantaged groups from Ukraine residing in Georgia* will support medium- and long-term integration of the Ukrainians in Georgia and increase their access to various services by establishing a resilience centre incorporating a helpdesk and information hub for service delivery and referral. UNDP will sign a grant agreement with the Georgian-Ukrainian Platform, which is one of the first Ukrainian-led CSOs in Georgia. The grant agreement will support the capacity of the NGO by providing the necessary resources to establish and run the resilience centre. Partnership with the Georgian-Ukrainian Platform was recommended by the Ukrainian Embassy in Georgia through official correspondence, describing the Platform as a suitable NGO with high potential to support the integration and resilience of the Ukrainian community in Georgia (1). Disadvantaged groups, such as women, single parents, children, youth, and older persons, will be at the heart of the resilience and integration efforts.

Output 2.1.2: *Income-generating activities for those fleeing conflict, violence and/or persecution, including Ukrainian nationals residing in Georgia, are supported through knowledge-building and small grant schemes* will contribute to the socio-economic resilience and integration of disadvantaged groups through income-generating, employment, and language learning opportunities. Indicative activities include partnering with CARE Caucasus to establish a small grants scheme to support the income-generating entrepreneurial activities of the Ukrainians and other disadvantaged foreign nationals in Georgia through purchasing of business inputs and offering free legal consultation and support of business registration. CARE Caucasus has extensive experience in implementing income-generating projects and is currently running a small-scale grants scheme to support the Ukrainians. CARE Caucasus also has a successful history of recent cooperation with UNDP (2). In collaboration with the Georgian private sector, the project will assist in matching the skills of Ukrainian job seekers with available job opportunities and facilitate the establishment of employment pipelines. Partnership with CARE Caucasus and the Georgian-Ukrainian Platform will be utilized for profiling the applicants. (3). The project will also mobilize online and/or physical resources to teach the Ukrainians and

other disadvantaged non-Georgian speakers the state language. In particular, the project will support the Training Centre of Justice and the Digital Governance Agency to design and launch a Georgian language learning website (4).

Outcome 2.2. Access to social services for the most disadvantaged communities from Ukraine and other countries residing in Georgia increased will be achieved through *output 2.2.1. The national and/or municipal service providers are supported to ensure the user-friendly delivery of social services for Ukrainian nationals and other disadvantaged groups.*

Output 2.2.1 will strengthen the capacities of local municipalities and/or Public Service Halls to ensure improved access for the Ukrainians and other disadvantaged groups to state and non-state social protection services. The activities will include supporting the establishment of a user-friendly and sound referral system for the Ukrainians to available services at municipal and national levels. Workshops and training will be organized for the municipal and/or Public Service Hall workers (1). The placement of the referral staff for Ukrainians and refugees across key municipalities is also foreseen (2).

Outcome 3.1. Cooperation between civil societies from Armenia, Georgia, Moldova, and Ukraine on the rule of law is enhanced is achieved through *output 3.1.1. Civil society and particularly women and youth groups from Armenia, Georgia, Moldova, and Ukraine establish a network and exchange their experience on the rule of law and access to justice in the region.*

Output 3.1.1 will support women and youth groups from Armenia, Georgia, Moldova, and Ukraine to share experiences, lessons learned, successes, and failures at the regional level on the rule of law advocacy and activism, as well as increase their capacity to ensure that conflict and post-conflict societies have access to justice. To achieve this output, the project will facilitate thematic exchange between women and youth groups and encourage the signing of Memorandums of Understanding to ensure cooperation among these groups (1). The project will support the Training Centre of Justice of Georgia to organize a summer school on the rule of law for Georgian and Ukrainian youth (2).

3.2 Resources Required to Achieve the Expected Results

The total required cost for the activities proposed under this project amounts to USD 1,633,192 (equivalent to EUR 1,589,727.02).

The respective costs on outcome, output and activity level are itemised in Section VII and the required material and human resources are listed below:

- Project equipment and other related costs;
- Human resources, including full-time project staff and international and local consultants;
- Cost of IT and telecommunication;
- Office costs, including office rent, and stationery supplies for the operation of the office;
- Publications, translation of publications and interpretation of events;
- Visibility activities (as spelt out in the Communication and Visibility Plan to be designed by the UNDP County Office communications team).

The project team will be composed of six full-time staff members and will also use part-time support from the County Office project assurance staff. The project staff is being recruited through March –June 2023. Staff directly attributed to the project include:

- Project Manager (NPSA10 – 100%) – Programmatic and technical leadership and oversight, including internal controls, coordination and supervision of institutional relations with the project beneficiaries, communications and visibility, and reporting to the Donor;
- Rule of Law Analyst (NPSA 9 – 100%) – Provides policy and advisory input on the rule of law and access to justice and provides support in the management of the rule of law-related project outputs;

- Community Engagement Specialist (International UN Volunteer) – Supports activities related to socio-economic resilience with a focus on the Ukrainian community in Georgia and ensures effective engagement with the latter;
- Monitoring and Evaluation Officer (NPSA 9 – 100%) – Supports monitoring, evaluation, and implementation. Designs, develops, and implements project monitoring and evaluation framework and plans; Supports compliance with internal procedures;
- Grants Manager (NPSA 8 – 100%) – Supports overseeing all operational and project management processes related to the responsible party agreements and grants issued for project partners, including public entities and CSOs; Designs project grants, in compliance with UNDP rules, policies and procedures; Supports compliance with internal procedures;
- Admin and Finance Associate (NPSA 7 – 100%) – Responsible for technical support in financial, contractual and organisational matters; Supports compliance with internal procedures;
- UNDP Democratic Governance (DG) Team Leader (NoB – 20%) – Responsible for the quality assurance of the project, supporting the Project Board, and facilitating coordination within UNDP, other UN agencies and concerned stakeholders. The DG Team Leader will complete monthly timesheets reflecting actual time spent on the given project;
- UNDP DG Programme Associate (G6 - 20%) – Responsible for providing administrative advice and supporting project implementation from the Country Office, including compliance of administrative processes with respective UNDP rules and regulations, and the respective Country Office Standard Operational Procedures. The DG Programme Associate will complete monthly timesheets reflecting the actual time spent on the given project;
- UNDP County Office M&E Specialist (NoB – 10%) – Provides advice on the project monitoring, evaluation, and implementation efforts; Designs, develops and implements project monitoring and evaluation framework and plans.

Section VIII on Governance and Management Arrangements of the project includes a more detailed description of the project staff.

The project staff will require permanent coordination (including meetings), communication, and exchange of documentation with both the project partners and the UNDP County Office and other offices throughout the implementation of the project. The project will apply the cost-effective solution of cost-sharing the office space with other UNDP projects. The project will purchase new furniture and six portable computers for the staff. Part of the IT equipment will be shared with other DG projects. The project will cover staff communication costs (e.g. telephone/internet).

3.3 Partnerships

Deep and sustainable change will only occur with the multidimensional approach involving a wide range of stakeholders. For the timely delivery of the expected results, developing an effective working partnership with all rule of law and socio-economic resilience stakeholders in Georgia, including national and international actors is crucial. The initiatives carried out within this project have been discussed and agreed upon with relevant development partners and civil society stakeholders. Following consultations and desk research with relevant partners, the project ensured that the proposed programme does not duplicate any initiatives implemented by relevant national or international organizations.

The project will be implemented in partnership with the national government and non-governmental organizations, as well as in regional cooperation with stakeholders from Armenia, Moldova, and Ukraine and in coordination with the German Embassy in Tbilisi. Given the scope of the Direct Implementation Modality (DIM) project, the implementation of the activities will be carried out directly, as well as through relevant grant agreements and responsible party agreements; however, for coordination purposes, the project activities will be fully communicated with all partners.

To support the One UN Approach, outcomes 2.1 and 2.2 will be implemented in partnership with UNHCR. Together with UNHCR and IOM, UNDP is a co-chair of the socio-economic resilience working group to coordinate donor support for the Ukrainian community in Georgia. The project will also coordinate its activities with UN Women and OHCHR.

Common Courts of Georgia and the High School of Justice, Mediators Association of Georgia, Legal Aid Service, State Care Agency, and State Ministry for Reconciliation and Civic Equality will be the main national partners on the rule of law-related outputs. Project activities on socio-economic resilience will be implemented in partnership with municipalities and/or Public Service Halls (the Ministry of Justice), the Training Centre of Justice, the Digital Governance Agency, CARE Caucasus, the Georgian-Ukrainian Platform, and Georgian businesses.

Whenever possible, the project will try to include local CSOs in the delivery and support their capacity needs. This approach holds especially true in light of the increasingly hostile landscape for NGOs in Georgia.²⁹ Specifically, UNDP will aim to develop partnerships with independent groups representing the rule of law professionals, the Ukrainian community, youth, and women, who stand up to universal human rights values and are committed to the rule of law principles and people in need. The CSO partners will include the Georgian Young Lawyers Association, Transparency International, Partnership for Human Rights, Social Justice Centre, and the Ukrainian community groups. Under objective 3 the project will seek cooperation with regional CSOs from Armenia, Moldova, and Ukraine.

To consolidate efforts in bringing businesses and human rights together, UNDP intends to forge partnerships with local businesses that show readiness to engage and jointly address socio-economic challenges in Georgia. The project plans to reach out to businesses in the hospitality, real estate, manufacturing and banking sectors.

For awareness-raising purposes, including under output 1.3.3, UNDP will continue to partner with individual human rights advocates and champions, representatives of media and academia as well as the private sector and other relevant actors whose work is relevant to the rule of law, crisis prevention and socio-economic resilience.

The table below offers a detailed list of partners per each outcome and output.

OUTCOME	PARTNERS INVOLVED
Outcome 1.1. Improved accountability and transparency of the selected justice institutions to enhance access to justice for all	High Council of Justice of Georgia; High School of Justice of Georgia; individual judges (Outputs 1.1.1; 1.1.2) Mediators Association of Georgia (Output 1.1.3)
Outcome 1.2. Disadvantaged groups benefit from the increased application of the rule of law principles in their life	Common Courts; Agency For State Care and Assistance For the (Statutory) Victims of Human Trafficking (Output 1.2.1) Legal Aid Service (Outputs 1.2.1 and 1.2.2); Legal Aid Providers Network (including 10 member CSOs, including Georgian Young Lawyers Association, Transparency International Georgia and Human Rights Centre) (Output 1.2.2) State Ministry for Reconciliation and Civic Equality of Georgia (Output 1.2.3)
Outcome 1.3. Increased access to environmental justice and legal empowerment at national and regional levels	High Council of Justice of Georgia; High School of Justice of Georgia; Georgian Bar Association; Prosecutor's Office of Georgia (Output 1.3.2) Environmental Protection and Natural Resources Parliamentary Committee; Ministry of Environmental Protection and Agriculture of Georgia (Output 1.3.1) The tender procurement process to select the organization to design and deliver an awareness-raising campaign on environmental justice; Local CSOs as potential campaign partners (Output 1.3.3) Representatives of CSOs and/or rule of law professionals from Armenia, Georgia, Ukraine and Moldova (Output 1.3.4)

²⁹ See the statement of the UN in Georgia on the draft Law on Transparency of Foreign Influence, available at <https://www.undp.org/georgia/news/un-statement-on-draft-law-on-transparency-of-foreign-influence>

OUTCOME	PARTNERS INVOLVED
Outcome 2.1 Improved crisis management, socio-economic integration and resilience building of the most disadvantaged communities, including from Ukraine residing in Georgia	Ukrainian NGOs and community representatives, including the Georgian-Ukrainian Platform; UNHCR (Output 2.1.1) CARE Caucasus; Local Georgian businesses; Training Centre of Justice; Digital Governance Agency; UNHCR (Output 2.1.2)
Outcome 2.2. Access to social services for the most disadvantaged communities from Ukraine and other countries residing in Georgia increased	Public Service Halls (Ministry of Justice) or the Municipal Governments in Batumi, Tbilisi, Kutaisi and Rustavi; UNHCR (Output 2.2.1)
Outcome 3.1. Cooperation between civil societies from Armenia, Georgia, Moldova, and Ukraine on the rule of law is enhanced	Training Centre of Justice of Georgia; CSOs (including organizations working on the empowerment of women's rights and youth) from Armenia, Georgia, Moldova and Ukraine (Output 3.1.1)

3.4 Target population

Building on the principle of Leave No One Behind, UNDP will attach significant importance to addressing the needs of the most disadvantaged communities in Georgia. As a result, the project's target population besides population-at-large include persons with disabilities, those living in rural and remote regions, ethnic and national minorities, women, young people, those fleeing conflict, violence and/or persecution, and conflict-affected communities, as well as those communities whose access to clean and healthy environment is under threat.

3.5 Geographic location

The project will have a countrywide implementation in Georgia, including both the capital and regions. The project will also involve youth, women, and environmental activist groups, CSOs, and the rule of law professionals in Armenia, Moldova and Ukraine.

3.6 Key Stakeholders

UNDP consulted with key development stakeholders in the rule of law, and crisis and socio-economic resilience in Georgia at the time of designing this project. The purpose of the consultations was to coordinate policy-level interventions to avoid overlap and ensure complementarity. The project plans to set up stakeholder representative meetings to consult and involve all relevant parties in the project and ensure the participation of target groups. The list below offers the latest information on some of the key stakeholders and their development priorities.

East West Management Institute (EWMI) launched a five-year **USAID**-funded rule of law programme in 2021. The programme has three objectives: 1) Independence and effectiveness of justice sector institutions; 2) Enhance equal access to justice for all; 3) Increase citizen and institutional oversight of justice institutions. The programme focuses on building the independence and effectiveness of justice system institutions and straightening the capacity of individual judges. The programme works with the Legal Aid Service and the Mediator's Association of Georgia to strengthen their capacities. The *Improving the Rule of Law and Access to Justice for All* project focuses on the needs of the most disadvantaged communities and their access to justice when supporting the judiciary, the Legal Aid Service, and the Mediator's Association of Georgia. As a result, the project avoids the duplication of work with EWMI.

The Council of Europe (CoE) is currently implementing a project *Support to the Modernisation of Court Management in Georgia*. The project is delivered within the third phase of the joint programme of the **EU** and the *CoE Partnership for Good Governance* running from 2023 until 2027. The project aims to build the capacity of justice professionals to apply international standards and tools for the improvement of the efficiency of the judicial system and facilitate the

modernisation of justice administration, including through the implementation of new cyber justice tools. The Council of Europe is also running a project on Promoting ADR Mechanisms in Georgia. It aims to enhance the use of mediation mechanisms by Georgian citizens. In the framework of that project, a need assessment study of the Mediator's Association of Georgia was conducted. UNDP will refer to the study and its key findings when designing the grant agreement with the Mediator's Association. CoE is also supporting the Legal Aid Service to reform legislation and increase institutional capacity to comply with its expanded mandate in the framework of the project on *Enhanced Access to Legal Aid services for Marginalised Population*.

Westminster Foundation for Democracy (WFD) is implementing the UK-government-funded *Advancing Environmental Democracy in Georgia* programme, which aims to generate the sustained political will necessary to address environmental and climate issues. The programme includes a smaller component targeting environmental justice, such as training for a limited number of judges on environmental legislation in Georgia. The *Improving the Rule of Law and Access to Justice for All* project will target a larger number of judges and other rule of law professionals to satisfy the unmet need in environmental justice capacity building.

UNHCR offers a platform for coordination of the response in various directions, e.g. cash assistance, legal advice and counselling, surveys and needs assessment, socio-economic inclusion and integration, GBV prevention and child protection, and education. In collaboration with its partner **World Vision**, UNHCR provides free social and legal counselling, psychological support, and assistance in accessing services to refugees from Ukraine.

CARE Caucasus supports Ukrainian women-led organisations and initiative groups throughout the country and provides business training to over 100 Ukrainians in Tbilisi, Batumi and Kutaisi. CARE Caucasus is also planning to support small and medium business ideas of the Ukrainians, however, due to the limited financial resources, the organization can fund only up to 10 applications. The *Improving the Rule of Law and Access to Justice for All* project will provide CARE Caucasus with additional resources to fund more business ideas.

People in Need (PIN) is running a cash assistance programme to support disadvantaged Ukrainian households residing in rural areas outside of Tbilisi and Batumi. PIN supports the technical capacity of the Georgian schools in which Ukrainian refugee children are enrolled and provides qualified beneficiaries with employment support consultations and relevant training such as in-person language learning.

Arbeiter Samariter Bund (ASB) established an integration centre in Batumi for children and older persons from Ukraine to support their socialization and integration. ASB continues to implement a significant multipurpose cash assistance programme for over a thousand most disadvantaged Ukrainians residing in Georgia.

The Georgian Red Cross Society runs a response operation focusing on addressing the immediate and changing needs of the displaced people from Ukraine in Georgia through cash assistance and mental health and psychosocial support.

3.7 Risks and Assumptions

As a truly multidimensional intervention, the project is facing several strategic, operational, organisational, and reputational risks. The project will seek to mitigate these risks. Please refer to the full risk log attached in Annex II. The social and environmental screening has also been conducted and is attached in Annex III. The list of assumptions are part of Section II (Strategy).

3.8 Digital Solutions

The project offers digital solutions under several of its outputs. Output 1.1 supports the establishment of a gender-responsive and inclusive digital data collection and management system at the justice administration through progress towards process automation and Information and Communication Technologies (ICT). Under output 1.2.2 the project is contributing to updating the casework software for the Legal Aid Service of Georgia to increase the overall efficiency and quality of their services. Under output 2.1.2 the project is considering supporting the Training Centre of Justice and Digital Governance Agency to design and launch a Georgian language digital app.

3.9 Knowledge

The project plans to produce specific knowledge products. These include reports on the environmental legislation and policy in Georgia and gender-responsive and inclusive digital data collection systems at the judiciary. The project also plans to launch a six-month-long campaign on environmental justice. The campaign will feature visibility activities that contribute to knowledge-building on environmental justice. The project heavily focuses on capacity building of the national rule of institutions and will run discussion sessions on the ethics of judges and environmental justice and design

a training module on the latter. The common courts and the Legal Aid Service of Georgia will also be supported to adopt standard operating procedures or guidelines on delivering services to people with disabilities, including people with intellectual disabilities. Under objective 3 the project supports knowledge sharing between CSOs and the rule of law professionals from Armenia, Georgia, Moldova and Ukraine through regional events.

3.10 Sustainability and Scaling Up

Sustainability is the cornerstone of UNDP's work to which the *Improving the Rule of Law and Access to Justice for All* project remains fully committed. Through a dedicated human rights-based approach the project will build its work based on the best practices and lessons learnt from other UN agencies, various stakeholders, and grassroots organizations whose primary work revolves around a human-centred approach.

Through targeted capacity development measures, visibility activities, and cross-regional cooperation, the project will create a strong network and linkages between all stakeholders, including disadvantaged communities and ensure a lasting partnership for sustainable change. In this respect, the project will enhance sustainability by supporting three major directions: 1) Institutional level – enhancing national systems to strengthen the coordination and implementation of policies and plans related to the rule of law, including capacity development interventions targeting institutional change; 2) Grassroot level – supporting local CSOs, socio-economically empowering disadvantaged communities and setting up communication between the rule of law professionals, and women and youth groups from Armenia, Georgia, Moldova and Ukraine; 3) Legislative/policy level – preparing the ground for legislative and policy reform (on access to justice for disadvantaged groups, environmental justice, data collection, ADR).

The interventions that are aimed at enhancing human capacities will be integrated into the wider initiatives to institutionalize the processes and ensure the continuity of the activities. Examples include the incorporation of training modules on the environmental justice at the national rule of law institutions. The project will aim to design strict selection criteria for the beneficiaries of human capacity development initiatives to safeguard the long-lasting effects of the interventions and the sustainability of the results.

IV. PROJECT MANAGEMENT

4.1 Project Management

The project will be managed based on the results-based management (RBM) approach. Monitoring and evaluation will be the cornerstone of all design and delivery engagements. Agreement on measurement and evaluation processes, including key project benchmarks and targets, will be an indispensable part of each programmatic agreement signed with the national partners. The project will recruit a dedicated Monitoring and Implementation officer to support the full cycle of monitoring.

Maintaining flexibility to adjust programmatic interventions is crucial in RBM. Programmatic interventions will be adjusted if evidence suggests that the assistance provided is not achieving the expected outcomes. Changes could include reallocating funding, redirecting project objectives and efforts, or reducing the scope of initiatives in complex situations. These changes would be based on ongoing assessments of risks and the feasibility of achieving desired outcomes in the specific context.

Governance and management arrangements are stipulated in section VIII.

4.2 Cost Efficiency and Effectiveness

UNDP Country Office, through which the project will carry out all financial operations and procurement of relevant consultancy services and technical assistance, will ensure that the project implementation and all processes therein take place in accordance with the UNDP rules and regulations as stipulated in the Programme and Operations Policies and Procedures (POPP) and are in line with best international standards. The POPP create safeguards for the realization of the Value for Money approach in the operations of all UNDP projects through consistent, transparent and detailed procedures. The thorough implementation of the UNDP POPP that is subject to robust internal checks shall be the guarantee for ensuring the economy of the project.

UNDP's Financial Regulations and Rules provide for the following general principles to be given due consideration while executing procurement on behalf of the organization: (1) Best Value for Money; (2) Fairness, Integrity and Transparency; and (3) Effective International Competition. The UNDP procurement process must allow Offerors to

compete for UNDP business on a fair, equal and transparent basis. Staff associated with the procurement function, therefore are responsible for protecting the integrity of the procurement process and maintaining fairness of UNDP's treatment of all offerors. Specifically, third-party suppliers such as consultants and companies (service providers), contracted for technical assistance through open competition, are selected based on the above principles.

The project will be part of UNDP's Democratic Governance (DG) Portfolio ensuring synergies and complementarity with other UNDP projects in the DG portfolio. In particular, the project will partner with the Leadership, Education, Advocacy, and Democracy (LEAD) project along with the UN Joint Programme For Gender Equality (UNJP4GE) to jointly to provide technical and financial assistance to the State Care Agency to ensure equal access to state-provided services for all disadvantaged groups, including persons with disabilities and women and children.

Activities with some of the national partners will be based on the principle of complementarity and cost-sharing. For example, the State Care Agency and the Training Centre of Justice of Georgia will be cost-sharing activities with UNDP under outputs 1.2.1 (infrastructure accessibility) and 2.1.2 (Georgian language learning website) respectively.

V. RESULTS FRAMEWORK

Intended Outcome as stated in UNSDCF 2021-2025: *Outcome 1: By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, rule of law, equal access to justice, human rights, and increased representation and participation of women in decision-making.*

UNDP CPD Output 1.2: National legislation and policies to eliminate all types of discrimination, deliver gender-equal results, enhance human rights and equal access to justice, and equitable access to/universal coverage of quality social services, especially for the most vulnerable and marginalized.

Outcome indicators as stated in the Country Programme Document 2021-2025 Results and Resources Framework, including baselines and targets:

1.1. (UNSDCF indicator 1.1) [NationalSDG 16.6.2.5] Rule of law index **Baseline** (2019): percentile rank 62.02 **Target**: >63

1.2. (UNSDCF indicator 1.2) [National SDG 16.6.2.2] Voice and accountability index; **Baseline** (2019): percentile rank 53.20; **Target**: >54

1.3. (UNSDCF indicator 1.6.1) [National SDG 5.5.1] Proportion of seats held by women in national parliaments and local governments **Baseline** (2019). a) Women in Parliament 14.8% (22 women). b) Women in local governments 13.5%(277 women); **Target**: a) < 20%; b) < 20%

Applicable Output(s) from the UNDP Strategic Plan 2022-2025: Output 2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened

Project title and Project Number: IMPROVING THE RULE OF LAW AND ACCESS TO JUSTICE FOR ALL 01000205

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
Outcome 1.1: Improved accountability and transparency of the selected justice institutions to enhance access to justice for all	1.1.1 The gender-responsive and inclusive digital data collection and management is enhanced in justice administration through progress towards process automation and Information and Communication Technologies (ICT)	1.1.1.1 International technical assistance is provided to reinforce gender-responsive and inclusive digital data collection of the judiciary	Yes/No	Baseline assessment report of the judiciary digital data collection system; Activity report of the international consultant; Project Annual Report.	No specific assessment of the system; No recommendations to enhance the system and improve its accountability, inclusivity, and gender-responsiveness	Baseline assessment report is complete and a set of recommendations elaborated	Baseline assessment report is complete and a set of recommendations elaborated	Baseline assessment report is complete and a set of recommendations elaborated	Data Collection Methods: Project data; Secondary Data analysis/ Desk Review; Qualitative Study (Key informant Interviews) Key Risks: The lack of readiness of the judiciary to cooperate; The Justice administration fails to secure or attract additional resources to implement the technical recommendations on process automation and ICT; Instrumentalisation of UNDP's assistance
		1.1.1.2 Number of Meetings/Workshops delivered for justice administration through the international consultancy work	Number of	Participant Registration List of the Meetings/Workshop; Activity Report; Project Annual Report.	0	At least 3	At least 3	At least 3	

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
	1.1.2 The judiciary is able to more thoroughly implement the Code of Ethics	1.1.2.1 Number of judiciary representatives/individual judges, including women judges participating in the project-supported discussions and workshops on the implementation of the Code of Ethics	Number of	Participant Registration Lists of Discussion meetings; Activity Report; Program Annual Report.	0	At least 20	At least 40	At least 40	Data Collection Methods: Programme data; Secondary Data analysis/ Desk Review; Meetings; Pre and Post tests Risks: The lack of readiness of the High Council of Justice and individual judges to cooperate; Instrumentalisation of UNDP's assistance
		1.1.2.2 Number of capacity-building activities to support the systemwide implementation of the Code of Ethics through the judiciary system	Number of	Participant Registration Lists of Discussion meetings; Activity Reports; Annual Reports.	0	At least 1	At least 2	At least 2	
		1.1.2.4 % of trained judiciary representatives with increased knowledge to implement the Code of Ethics in practice	%	Pre-posts tests	0	0	At least 80%	At least 80%	
	1.1.3. The institutionalisation of mediation is enhanced by an improved capacity of the Mediators Association of Georgia with a focus on gender and inclusivity and broader societal awareness on mediation	1.1.3.1 Number of capacity-building activities for rule of law professionals, including women professionals to advance the restorative justice mechanisms	Number of	Participant Registration Lists of meetings/workshops/seminars; Activity Reports; Annual Reports.	0	4	6	6	
		1.1.3.2 % of rule of law professionals, including women professionals who demonstrate increased knowledge on mediation system through the project-supported activities	%	Pre-posts tests	0	50	100	100	

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
		1.1.3.3 Number of capacity development needs of the Mediators Association of Georgia addressed through the project support	Number of	Activity Reports; Annual Reports.	0	2	3	3	Data Collection Methods: Programme data, including quantitative and qualitative surveys Risks: Lack of capacity of the Mediators Association of Georgia to implement the project activities; Reluctance of the Association members to participate in the evaluation surveys
		1.1.3.4 % of Members of the Mediators Association of Georgia who believe that the project support has advanced the association's capacity	%	Evaluation survey	0	0	At least 80%	At least 80%	
		1.1.3.5 Number of awareness-raising activities, including in ethnic minority regions on mediation aiming at popularizing mediation as an alternative dispute resolution method	Number of	Participant Registration Lists of public; meetings/workshops/seminars; Activity Reports; Annual Reports.	0	10	15	15	Data Collection Methods: Programme data; Meetings; Participant registration sheets; Pre and post-tests Risks: Low interest from the targeted communities to participate in activities; Low interest in mediation; difficulties accessing schools, universities and other relevant institutions
		1.1.3.6 % participants, including ethnic minority representatives who demonstrate raised awareness regarding the mediation as a result of the project activities	%	Pre and Post tests on awareness; Activity Reports; Annual Reports.	0	0	At least 80%	At least 80%	

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
Outcome 1.2: Disadvantaged groups benefit from the increased application of the rule of law principles in their life	1.2.1. Persons with disabilities and other disadvantaged groups have greater access to justice and the key rule of law institutions	1.2.1.1 Number of court buildings and other rule of law institutions adapted and equipped for persons with disabilities	Number of	Procurement Documents for Construction/Purchase Services; Visual Materials; Activity Reports; Annual Reports.	0	0	At least 3	At least 3	Data Collection Methods: Programme Data Risks: Tight timeline; Infrastructural constraints related to adaptation of existing buildings; Instrumentalisation of UNDP's assistance
		1.2.1.2 Number of capacity support events with the rule of law institutions to improve access to justice for persons with disabilities, including people with intellectual disabilities, and other disadvantaged groups	Number of	Activity Reports; Annual Reports.	0	At least 2	At least 4	At least 4	Data Collection Methods: Programme data; Meetings; Qualitative survey Risks: Reluctance of the rule of law institutions to cooperate; Instrumentalisation of UNDP's assistance
		1.2.1.3 Number of institutional rules adopting standard operating procedures or guidelines on delivering services to people with disabilities, including people with intellectual disabilities	Number of	Activity Reports; Annual Reports.	0	0	At least one rule of institution adopts a standard operating procedure or guidelines on delivering services to people with disabilities, including people with intellectual disabilities	At least one rule of institution adopts a standard operating procedure or guidelines on delivering services to people with disabilities, including people with intellectual disabilities	Data Collection Methods: Programme data Risks: Lack of willingness of the rule of law institutions to cooperate
	1.2.2. Improved capacity of Legal Aid Service and members of the Legal Aid Providers Network to deliver quality legal services, with a focus on the most	1.2.2.1 Number of clients including rural women consulted through the rural mobile legal aid service houses	Number of	Client consultation sheets; Activity Reports; Annual Reports.	0	0	At least 100	At least 100	Data Collection Methods: Programme data Risks: Low visibility and awareness among the rural communities on mobile legal aid service

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
	disadvantaged groups countrywide	1.2.2.2 % of trained lawyers from the Legal Aid Service and Legal Aid Providers Network who demonstrate improved skills and knowledge in providing specialized services to disadvantaged groups	%	Participant Registration Lists; Pre-post tests; Activity Reports; Annual Reports.	0	0	At least 80%	At least 80%	Data Collection Methods: Participant Registration Sheets; Program Data; Pre and post-tests of the participants Risks: Low interest of legal aid service lawyers in specialized services to disadvantaged groups
		1.2.2.3 Number of events with the Legal Aid Service and Legal Aid Providers Network to improve their operational and technical capacity	Number of	Activity Reports; Annual Reports.	0	1	2	In total: at least one engagement each with the Legal Aid Service and the Legal Aid Providers Network	Data Collection Methods: Programme data Risks: The lack of interest of Legal Aid providers to re-establish the network
	1.2.3. Increased access to the national legal database for ethnic and national minorities	1.2.3.1 Number of legal documents translated in ethnic and national minority languages	Number of	Activity Reports; Annual Reports.	0	10	10	10	Data Collection Methods: Programme data; Data of Matsne.gov.ge; Risks: Time and quality-related translation constraints
		1.2.3.2 Number of times the translated documents are used	Number of	Activity Reports; Annual Reports.	0	100	600	600	Data Collection Methods: Programme data; Data of matsne.gov.ge or other relevant governmental website hosting the translated legislation Risks: Low awareness of internet users on the availability of translated legal documents

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
Outcome 1.3: Increased access to environmental justice and legal empowerment at national and regional levels	1.3.1. The access to justice on environmental issues in Georgia is assessed and analysed	1.3.1.1 Research on environmental justice legislation, policies and gaps is conducted and relevant recommendations are elaborated	Yes/No	Activity Reports; Annual Reports.	No comprehensive research is available on environmental justice legislation, policies, and gaps in Georgia	1	1	1	Data Collection Methods: Programme data; Secondary Data analysis/ Desk Review; Qualitative Study (Key informant Interviews) Risks: Inability to identify and contract quality experts
	1.3.2. The national rule of law institutions have increased capacity and knowledge to better address existing gaps in environmental justice	1.3.2.1 A training module is elaborated for rule of law professionals to increase their knowledge and capacity on environmental justice issues and the relevant legal framework (should be vetted by the respective national partner and included in the curriculum)	Yes/No	Activity Reports; Annual Reports.	No comprehensive training module targeting rule of law professionals exists on environmental justice in Georgia	At least 1	At least 1	At least 1	Data Collection Methods: Programme data; Secondary Data analysis/Desk Review; Qualitative Study (Key informant Interviews) Risks: Constraints related to finding relevant local expertise; Lack of interest from the rule of law institutions to design and run the training; Low interest of rule of law professionals on environmental justice
		1.3.2.2 Number of rule of law professionals trained through the project capacity-building activities on environmental justice	Number of	Participant Registration Lists of public meetings/workshops/seminars; Activity Reports; Annual Reports.	0	20	40	40	Data Collection Methods: Participant Registration Sheets; Programme Data Risks: Low interest of rule of law professionals on environmental justice
		1.3.2.3 % of rule of law professionals who demonstrate increased knowledge of environmental justice and the relevant legal framework	%	Participant Registration Lists; meetings/workshops/seminars; Activity Reports; Pre-post tests Annual Reports	0	At least 80%	At least 80%	At least 80%	Data Collection Methods: Participant Registration Sheets; Programme Data; Pre and post-tests of the participants Risks: Low interest of rule of law professionals to increase their knowledge in environmental justice

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
	1.3.3. Public awareness of environmental justice issues is raised	1.3.3.1 Number of public events, workshops, community meetings, online and offline campaigns, and social media outreach on environmental justice	Number of	Activity Reports; Annual Reports.	0	0	20	20	Data Collection Methods: Programme Data Risks: Time constraints to plan the activities accordingly
		1.3.3.2 Number of people reached by the project awareness raising activities	Number of	Participant Registration lists; Reach data on social media; Activity Reports; Annual Reports.	0	3000	10000	15000	Data Collection Methods: Participant Registration Sheets; Programme Data Risks: Low interest of campaign target groups to be engaged
	1.3.4. A regular exchange of expertise and experience on environmental justice issues at a regional level is facilitated	1.3.4.1 Number of international events, including a workshop/conference organized in person for environmental justice experts and rule of law community members from Armenia, Moldova, Ukraine and Georgia	Number of	Participants registration lists; Activity Reports; Annual Reports.	0	1	1	1	Data Collection Methods: Participant Registration Sheets; Programme Data Risks: Low interest/availability of experts to be engaged

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
Outcome 2.1 Improved crisis management, socio-economic integration and resilience building of the most disadvantaged communities, including those from Ukraine residing in Georgia	2.1.1. The Centre for socio-economic resilience is established, including a helpdesk and information hub for service delivery and referral of disadvantaged groups from Ukraine residing in Georgia	2.1.1.1. The Socio-Economic Resilience Centre is established	Yes/No	Activity Reports; Annual Reports;	0	1	1	1	Data Collection Methods: Activity reports Risks: Lack of capacity of the Georgian-Ukrainian Platform to establish and run the Centre
		2.1.1.2 Number of the Centre beneficiaries (disadvantaged groups of the Ukrainian community in Georgia) visiting and using services of the Centre	Number of	Centre Customer Administrative Data	0	0	At least 500	At least 500	Data Collection Methods: Administrative Data Analysis Risks: Delays in staffing; Lack of qualified personnel to provide services to disadvantaged groups; Mass immigration of Ukrainians
		2.1.1.3 % of satisfied customers of the Centre	%	Centre Customer Administrative Data; Customer Satisfaction Surveys.	0	0	At least 80%	At least 80%	Data Collection Methods: Administrative Data Analysis; Satisfaction Assessment (Qualitative and Quantitative studies). Risks: Delays in staffing; Lack of qualified personnel to provide services to disadvantaged groups; Mass immigration of Ukrainians

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
	2.1.2. Income-generating activities for those fleeing conflict, violence and/or persecution, including Ukrainian nationals residing in Georgia, are supported through knowledge-building and small grant schemes	2.1.2.1 % of Ukrainians and others fleeing conflict, violence and/or persecution to Georgia who have increased their knowledge through knowledge-building activities supported by the project	%	Capacity building activity attendance sheets; Pre-post test results; Satisfaction assessment, and follow-up assessment/tracker at least six months after the activity.	0	At least 80%	At least 80%	At least 80%	Data Collection Methods: Activity reports; Programme data; Quantitative and Qualitative studies Risks: Reluctance of the Ukrainians to engage in knowledge-building activities; Contextual barriers to engaging in entrepreneurship and employment
		2.1.2.2 Number of Ukrainians and others fleeing conflict, violence and/or persecution to Georgia with employment pipelines within the Georgian private sector	Number of	Data of interviewed beneficiaries; Data on employed beneficiaries; Activity Reports; Annual Reports.	0	0	20	20	Data Collection Methods: Activity reports; Project data; Activity assessment survey Risks: Reluctance of the Georgian private sector to cooperate; Contextual barriers to employment
		2.1.2.3 Number of Ukrainians and other non-Georgian speakers benefiting from the project-supported Georgian language education	Number of	Attendance sheets; Number and satisfaction of learners; Number of users of the Georgian language learning website	0	0	300	300	Data Collection Methods: Activity reports; Project data; Quantitative study Risks: Reluctance of the Ukrainians to engage in language courses

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
		2.1.2.4 Number of grants awarded to Ukrainians and others fleeing conflict, violence and/or persecution to Georgia (including women) for small-business entrepreneurship	Number of	Grants Scheme Document; Applications; Selection and award committee report.	0	20	20	20	Data Collection Methods: Activity reports; Project data; Quantitative study Risks: Reluctance of the Ukrainians to engage in grant scheme; Contextual barriers to engaging in entrepreneurship; Mass immigration of Ukrainians
Outcome 2.2: Access to social services for the most disadvantaged communities from Ukraine and other countries residing in Georgia increased	2.2.1. The national and/or municipal service providers are supported to ensure user-friendly delivery of social services for Ukrainian nationals and other disadvantaged groups	2.2.2.1 Referral system for Ukrainians and refugees is established at the municipal level	Yes/No	Number of referral staff employed across municipalities	No unified referral system for Ukrainians at the municipal level	Referral system for Ukrainians is established in at least two major municipalities outside Tbilisi	Referral system for Ukrainians is established in at least two major municipalities outside Tbilisi	Referral system for Ukrainians is established in at least two major municipalities outside Tbilisi	Data Collection: Activity Report; Desk review; Training evaluation studies (qualitative and quantitative) Risks: Lack of cooperation from national and municipal service providers; Low engagement of the service provider personnel in the training; Low application rate of Ukrainian nationals to services on a local level; Mass immigration of Ukrainians
		2.2.2.2 Number of Ukrainian nationals and refugees utilize social municipal services delivered by the project	Number of	Municipality-provided data	0	50	150	150	
Outcome 3.1. Cooperation between civil societies from Armenia, Georgia, Moldova, and	3.1.1. Civil society and particularly women and youth groups from Armenia, Georgia, Moldova, and Ukraine establish a	3.1.1.1 Number of international initiatives supporting dialogue and experience-sharing on rule of law and transitional justice, including at least	Number of	Attendance sheets from activities	0	1	2	2	Data Collection Methods: Activity reports; Desk Review Risks: Unwillingness to engage in the dialogue and experience sharing; Distrust of the youth and

EXPECTED OUTCOMES	OUTPUTS	INDICATOR Statement	INDICATOR	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
					Value in May 2023	2023	2024 (Jun)	FINAL	
Ukraine on the rule of law is enhanced	network and exchange their experience on the rule of law and access to justice in the region	one event requiring physical presence							civil activists towards the initiative; Logistical risks regarding international travel
		3.1.1.2 Memorandum of understanding is signed by women and/or youth activist groups from Armenia, Moldova, Ukraine and Georgia to build a network on regional civil cooperation in the field of rule of law and transitional justice	Yes/No	Signed MoU; Activity Report; Annual report.	No	No	Yes	Yes	
		3.1.1.3 Number of youth in Georgia engaged in project-supported activities on rule of law and access to justice (gender and nationality disaggregated)	Number of	Attendance sheets from activities	0	0	50	50	
		3.1.1.4 % of youth in Georgia who have increased their knowledge through project-supporting activities on rule of law and transitional justice	%	Satisfaction assessment; Pre and post-tests results.	0	0	At least 80%	At least 80%	

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Two Project Boards will be held: one by the end of 2023 and the other in June 2024	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	BUDGET DESCRIPTION	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	2024		Funding Source	Account	Amount
1.1.1 The gender-responsive and inclusive digital data collection and management are enhanced in justice administration through progress towards process automation and Information and Communication Technologies (ICT)	1.1.1.1 International consultant	13,450	0	UNDP	Germany	71200	13,450
	1.1.1.2 Local consultant	1,466	0			71300	1,466
	1.1.1.3 Event organizing	2,500	0			75700	2,500
	MONITORING	0				72100	0
	Sub-Total for Output 1.1.1						
1.1.2 The judiciary is able to more thoroughly implement the Code of Ethics	1.1.2.1 International consultant	10,000	0	UNDP	Germany	71200	10,000
	1.1.2.2 Local consultant	2,000	0			71300	2,000
	1.1.2.3 Event organizing	12,600	0			75700	12,600
	MONITORING	0	0			72100	0
	Sub-Total for Output 1.1.2						
1.1.3 The institutionalization of mediation is enhanced with an improved capacity of the Mediators Association of	1.1.3.1 Letter of Agreement with the Mediators Association of Georgia	50,000	60,000	Mediators Association of Georgia	Germany	72600	110,000
	MONITORING	690	890	UNDP		72100	1,580

Georgia and broader societal awareness on mediation	Sub-Total for Output 1.1.3						111,580
1.2.1 Persons with disabilities and other disadvantaged groups have greater access to justice and the key rule of law institutions	1.2.1.1 Infrastructure accessibility	93,000	103,635	UNDP	Germany	72100	196,635
	1.2.1.2 Local consultants, including the Engineering Supervisor	5,300	7,700			71300	13,000
	1.2.1.3 Event organizing	5,000	5,000			75700	10,000
	MONITORING	0	0			72100	0
	Sub-Total for Output 1.2.1						219,635
1.2.2 Improved capacity of Legal Aid Service and members of the Legal Aid Providers Network to deliver quality legal services, with a focus on the most disadvantaged groups countrywide	1.2.2.1 Letter of Agreement with the Legal Aid Service	20,000	30,000	Legal Aid Service	Germany	72100	50,000
	1.2.2.2 Local Consultant	1,000	1,000	UNDP		71300	2,000
	1.2.2.3 International Consultant	5,000	0			71200	5,000
	1.2.2.4 Event organizing	7,000	0			75700	7,000
	MONITORING	0	0	UNDP		72100	0
	Sub-Total for Output 1.2.2						64,000
1.2.3 Increased access to the national legal database for ethnic and national minorities	1.2.3.1 Translation	30,000	0	UNDP	Germany	74200	30,000
	1.2.3.2 Publication and dissemination	1,000	0			74200	1,000
	1.2.3.3 Event organizing	2,000	0			75700	2,000
	MONITORING	0	0			72100	0
	Sub-Total for Output 1.2.3						33,000
1.3.1 The access to justice on environmental issues in	1.3.1.1 International consultant	17,000	0	UNDP	Germany	71200	17,000
	1.3.1.2 Local consultant	6,000	0			71300	6,000

Georgia is assessed and analysed	1.3.1.3 Event organizing	2,000	0			75700	2,000
	1.3.1.4 Report design costs	1,000	0			74200	1,000
	MONITORING	0	0			72100	0
	Sub-Total for Output 1.3.1						
1.3.2 The national rule of law institutions have increased capacity and knowledge to better address existing gaps in environmental justice	1.3.2.1 Local consultant	5,000	5,000	UNDP	Germany	71300	10,000
	1.3.2.2 Event organizing	18,000	18,000			75700	36,000
	MONITORING	0	0			72100	0
	Sub-Total for Output 1.3.2						
1.3.3 Public awareness on environmental justice issues is raised	1.3.3.1 Designing and implementing awareness-raising campaign on environmental justice	20,500	20,500	UNDP	Germany	72100	41,000
	1.3.3.2 Event organizing	2,000	0			75700	2,000
	MONITORING	0	0			72100	0
	Sub-Total for Output 1.3.3						
1.3.4 A regular exchange of expertise and experience on environmental justice issues at a regional level is facilitated	1.3.4.1 Event organizing	0	2,000	UNDP	Germany	75700	2,000
	1.3.4.2 International travel	0	21,400			71600	21,400
	MONITORING	0	0			72100	0
	Sub-Total for Output 1.3.4						
2.1.1 The Centre for socio-economic resilience is established, including a helpdesk and information hub for service delivery and referral of disadvantaged groups from Ukraine residing in Georgia	2.1.1.1 Grant Agreement with Ukrainian community representatives (CSO Georgian-Ukrainian Platform) on establishing the Centre for socio-economic resilience	100,000	0	UNDP	Germany	72600	100,000
	2.1.1.2 Event organizing	1,000	0	UNDP		75700	1,000

	MONITORING	2,000	0			72100	2,000
	Sub-Total for Output 2.1.1						103,000
2.1.2 Income-generating activities for the most disadvantaged communities, including Ukrainians in Georgia are supported through knowledge-building and small grant schemes	2.1.2.1 Responsible Party Agreement with CARE Caucasus on establishing a small grant scheme for Ukrainians and other people with concerns in Georgia	156,000	156,000	CARE Caucasus	Germany	72100	312,000
	2.1.2.2 Event organizing	4,000	2,000	UNDP		75700	6,000
	2.1.2.3 Georgian language education, including Letters of Agreement with Training Centre of Justice and Digital Governance Agency	40,000	0	Training Centre of Justice; Digital Governance Agency		72100	40,000
	MONITORING	1,500	0	UNDP		72100	1,500
	Sub-Total for Output 2.1.2						359,500
2.2.1 The national and/or municipal service providers are supported to ensure user-friendly delivery of social services for Ukrainian nationals	2.2.1.1 Event organizing	4,000	0	UNDP	Germany	75700	4,000
	2.2.1.2 Staff placement (salaries for two)	4,000	4,000			71300	8,000
	MONITORING	0	0			72100	0
	Sub-Total for Output 2.2.1						12,000
3.1.1 The resilience building and cooperation between women and youth groups from Armenia, Georgia, Moldova, and Ukraine are enhanced and supported	3.1.1.1 Summer School (Letter of Agreement with Training Centre of Justice)	25,000	0	Training Centre of Justice	Germany	75700	25,000
	3.1.1.2 International travel of women and youth groups	30,000	0	UNDP		71600	30,000
	3.1.1.3 Event organizing (women conference and MoU signature)	5,000	0			75700	5,000

	3.1.1.4 Event organizing (youth conference and MoU signature)	4,000	0			75700	4,000
	MONITORING	0	0			72100	0
	Sub-Total for Output 3.1.1						64,000
Project Management Costs							
		216,000	144,000	UNDP			360,000
	Total (net)	926,006	581,125				1,507,131
	General Management Support (8%)	74080.4548	46,490			75100	120,570
	TOTAL	1,000,086.14	627,615.00				1,627,701.14

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

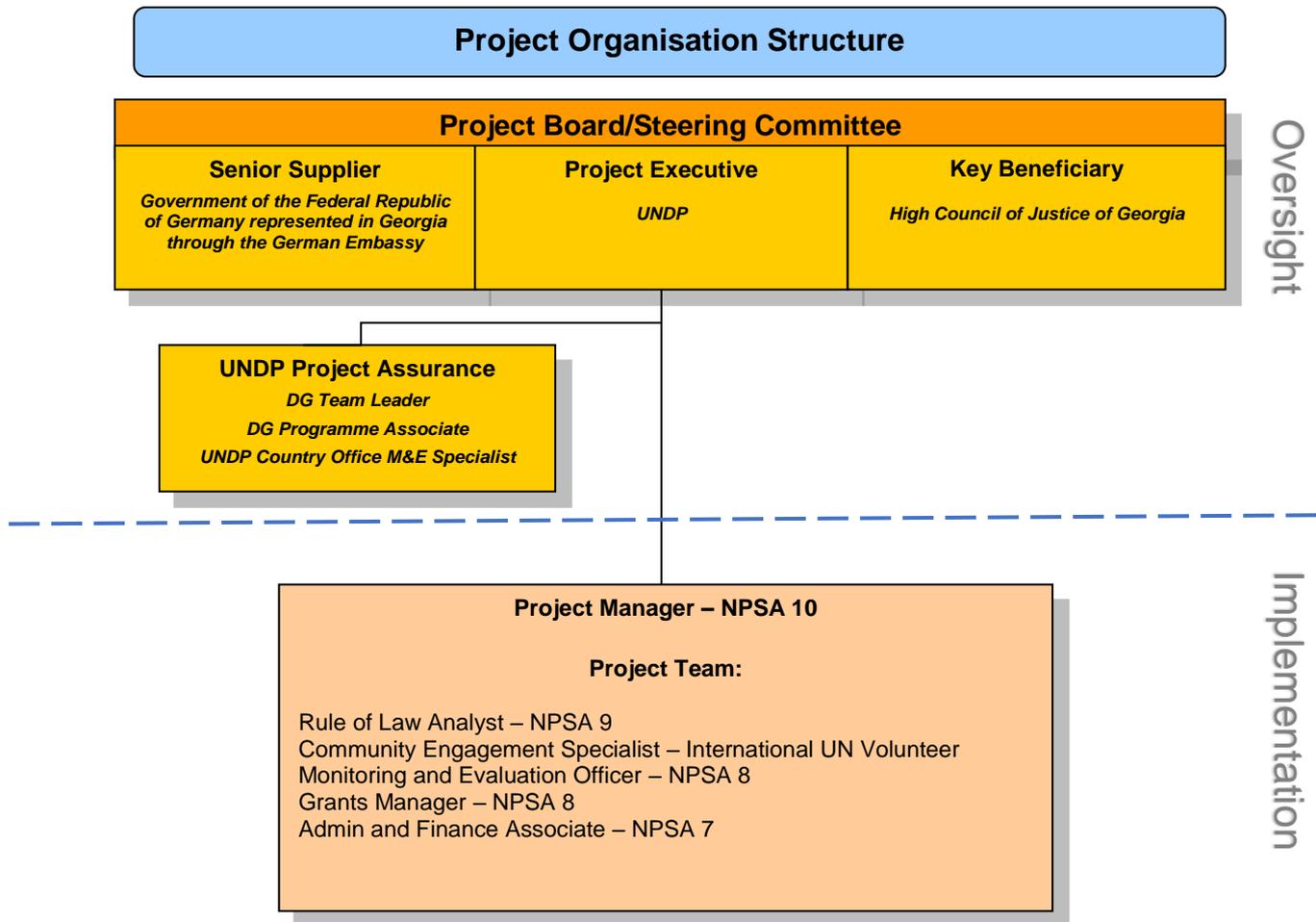
The project will be implemented by UNDP through Direct Implementation (DIM) modality. UNDP will be responsible for the execution of all the project activities and provision of inputs, including implementation of all support services and management of all project funds.

The main strategic decision-making body for the project will be the Project Board, where UNDP will be represented as the project executive, the Embassy of Germany to Georgia will be represented as a senior supplier, and the High Council of Justice of Georgia will be represented as the key beneficiary. UNHCR will attend the Project Board as an observer. The Project Board will meet at least annually to ensure oversight and act on key governance and management matters if required.

Stakeholder representative meetings will take place to consult and involve other UN agencies, CSOs, and all relevant parties in the project and ensure the participation of target groups.

The UNDP County Office project assurance team will advise on project governance and compliance. Detailed TOR of the Project Board is attached as Annex IV.

The project manager will oversee and lead the day-to-day management of the project with the support of the wider project team. Detailed functions of the project staff are outlined below.



The Project Manager will be responsible for the overall management and technical leadership of the project, including the management and delivery of the project, policy and technical advisory functions to UNDP and government

counterparts, and coordination and partnership-building with external stakeholders. Examples of specific responsibilities will include day-to-day management through planning and implementing envisaged project activities, management of resources and monitoring progress against the intended outputs and initial quality criteria; Overseeing and monitoring the implementation of work plans and budgets for all activities; Ensuring timely and high-quality reporting to management and donors against work plans and according to the agreed structure; Ensuring effective governance of the project through the organization of the Project Board meetings and preparation of technical inputs on the progress of work and risks management; Overseeing the effective communication of results and building the visibility of the project amongst the government and CSOs in Georgia as well as among the international community within and outside the country; Providing policy and advisory support to the Government of Georgia in the implementation of international commitments and national strategies and programmes on strengthening the national rule of law system;

Rule of Law Analyst will support activities related to the rule of law and access to justice. Specific responsibilities will include providing policy and advisory input on the rule of law and access to justice; supporting the initial assessment of relevant capacities and regulatory framework gaps within the Georgian rule of law system; supporting the implementation of capacity-building interventions for the rule of law institutions; monitoring and analysing developments in the field of rule of law in Georgia; supporting the implementation of project activities on the rule of law including in partnership with the judiciary and other external partners; contributing to the project's knowledge management, strategic communications, visibility and partnership development efforts; supporting the production of timely and high-quality reporting against work plans and agreed objectives.

Community Engagement Specialist will support activities related to socio-economic resilience with a focus on the Ukrainian community in Georgia. Specific responsibilities will include supporting the implementation of project activities on social coherence and socio-economic resilience including in partnership with governmental and non-governmental partners; enhancing the Project's ability to effectively engage with the Ukrainian community in Georgia in a participative and inclusive manner, including by designing community-based activities; supporting results-based project design and delivery by providing policy and advisory input on crisis prevention, social coherence, and socio-economic resilience; contributing to the project's knowledge management, strategic communications, visibility and partnership development efforts; supporting the production of timely and high-quality reporting against work plans and agreed on objectives.

Monitoring and Evaluation Officer will support the project monitoring, evaluation and implementation efforts. Specific responsibilities will include designing, developing and implementing project monitoring and evaluation framework and plans; supporting the establishment and coordination of effective monitoring mechanisms for the project; owning and updating the project results framework; providing monitoring and evaluation guidance to project stakeholders, including external partners; ensuring day to day monitoring of project activities, including through monitoring visits; supporting the production of timely and high-quality reporting; collecting data from the relevant stakeholders and measuring performance, including by consolidating and validating reported data; identifying, capturing and supporting communicating results; performing in full compliance with UNDP programming, financial, procurement and administrative rules, regulations, policies, and strategies, as well as ensuring effective internal controls; supporting efforts to ensure results-based management of the project, including through the robust use of programme management tools; supporting efforts to ensure the project is a good value for money.

Grants Manager will provide support for overseeing all operational and project management processes related to the grants issued for project partners, including public entities and CSOs. Specific responsibilities will include designing, contracting and managing implementation of project grants and responsible party agreements in compliance with UNDP rules, policies and procedures, and the terms and conditions of a grant agreement; preparing and drafting project grants and responsible party agreements including budgets; Reviewing and clarifying the grantee proposals through dialogue with grantees on submitted documents; Producing timely and high-quality reporting against work plans and agreed objectives, performing in full compliance with UNDP programming, financial, procurement and administrative rules, regulations, policies, and strategies, as well as ensuring effective internal control; Providing guidance to the grantees to ensure adherence to UNDP policies, administrative and financial procedures; Ensuring financial compliance of project grants through a review of financial reports and flagging inconsistencies between financial spending and project implementation; Supporting efforts to ensure project grants are a good value for money.

Admin and Finance Associate will ensure the effective execution of administrative, procurement, and financial services and processes in the project and transparent utilization of its financial and physical resources. Specific responsibilities will include assisting the project with planning, formulating, and tracking the project budget; Ensuring that there is proper reporting of overall budget expenditures as per the Project Document and advising the Project manager and the UNDP Country Office on the need for budget revision and/or off-track activities; Presenting financial analysis at Project Board meetings; Ensuring full compliance of the project with UNDP rules and regulations on financial processes,

financial records, reports, and audits; Supporting the implementation of all operational services for the project, including maintaining a procurement plan, ensuring procurement of services and goods; Coordinating travel arrangements and logistical issues including shipments and customs clearance; Making necessary arrangements for the international and national experts' missions; advising the stakeholders on all aspects of mission programming.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Georgia and UNDP, signed on 01/06/94. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]³⁰ [UNDP funds received pursuant to the Project Document]³¹ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

³⁰ To be used where UNDP is the Implementing Partner

³¹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
- a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
 - d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations

being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

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

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

XI. ANNEXES

- I. Project Quality Assurance Report**
- II. Detailed Risk Log**
- III. Social and Environmental Screening**
- IV. Project Board Terms of Reference.**

ANNEX I

Project Quality Assurance Report

Form Status:	Approved
Overall Rating:	Highly Satisfactory
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
Portfolio/Project Number:	01000205
Portfolio/Project Title:	Improving the Rule of Law and Access to Justice for All
Portfolio/Project Date:	2023-01-01 / 2024-06-30
Strategic	Quality Rating: Highly Satisfactory

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

- 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence: The project is linked to UNSDCF, CPD and Strategic Plan. It also mentions contribution to SDGs. (see section 2.1 Contribution to UNDP strategic documents, cover and RRF). Namely, it will contribute to the achievement of the expected UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 Outcome/Country Program Document (CPD) Outcome: (#1) "By 2025, all people in Georgia enjoy improved good governance, more open, resilient and accountable institutions, the rule of law, equal access to justice, human rights, and increased representation and participation of women in decision making" and CPD Output: (#1.2) " National legislation and policies to eliminate all types of discrimination, deliver gender-equal results, enhance human rights and equal access to justice, and equitable access to/universal coverage of quality social services, especially for the most vulnerable and marginalized."

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

2. Is the project aligned with the UNDP Strategic Plan?

- 3: The project responds to at least one of the development settings as specified in the [Strategic Plan¹](#) and adapts at least one [Signature Solution²](#). The project's RRF includes all the relevant SP output indicators. (all must be true)
- 2: The project responds to at least one of the development settings as specified in the [Strategic Plan⁴](#). The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence: The project contributes to SP 2022-2025 2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened. (see cover and RRF)

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#	File Name	Modified By	Modified On
No documents available.			

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

- Yes
 No

Evidence: Yes, the project is linked to CPD Output: (#1.2) " National legislation and policies to eliminate all types of discrimination, deliver gender-equal results, enhance human rights and equal access to justice, and equitable access to/universal coverage of quality social services, especially for the most vulnerable and marginalized." (see section 2.1 **Contribution to UNDP strategic documents, cover and RRF**)

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No documents available.			

Relevant

Quality Rating: Highly Satisfactory

4. Do the project target groups leave furthest behind?

- 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- 2: The target groups are clearly specified, prioritizing groups left furthest behind.
- 1: The target groups are not clearly specified.

Evidence: Target beneficiaries defined in section 3.4 Target population.

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No documents available.			

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence: The project builds on the lessons learned by UNDP from the related projects implemented by UNDP in the past (see section 2.4 Lessons learnt)

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No documents available.			

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

- 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

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

Evidence: UNDP has been one of the leading agencies in the area of access to justice and rule of law, as can be seen from Section 1/ Development Challenge.

List of Uploaded Documents

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No documents available.			

Principled

Quality Rating: Highly Satisfactory

7. Does the project apply a human rights-based approach?

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence: Human-rights-based approach is central to the project design and implementation. All project activities will be based on and apply human rights principles including equality and non-discrimination, participation and inclusion, and accountability. The outcomes and outputs will focus on the most disadvantaged rights-holders in Georgia, including those fleeing conflict, violence, or persecution such as the Ukrainian community, as well as people with disabilities, rural population, women, ethnic and national minorities, and communities whose access to a healthy and clean environment is endangered. The project will approach the rule of law and access to justice reform in a way to safeguard the basic rights of these rights-holders and enable the full realisation of their fundamental rights and satisfaction of their needs and interests. The project will provide the duty-bearers at national and municipal levels with stronger capacities and opportunities to effectively fulfil their obligations and increase accountability while delivering gender-sensitive and inclusive services for all.

List of Uploaded Documents

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No documents available.			

8. Does the project use gender analysis in the project design?

3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

1: The project design may or may not mention information and/or data on the differential impact of the project's development

situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

Evidence: Gender equality is cutting across all project activities, as mentioned in section 2.3 Gender considerations. Data, to be collected by the project, is gender disaggregated, wherever applicable.

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No documents available.			

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence: The project builds the resilience of the disadvantaged segment of society: ethnic minorities, refugees, etc.

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No documents available.			

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

- Yes
- No
- SESP not required because project consists solely of (Select all exemption criteria that apply)
- 1: Preparation and dissemination of reports, documents and communication materials
- 2: Organization of an event, workshop, training
- 3: Strengthening capacities of partners to participate in international negotiations and conferences
- 4: Partnership coordination (including UN coordination) and management of networks
- 5: Global/regional projects with no country-level activities(e.g.activities such as knowledge management, inter-governmental processes)
- 6: UNDP serves as Administrative Agent
- 7: Development Effectiveness projects and Institutional Effectiveness projects

Evidence: SESP uploaded

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	XX	Medium	Human Rights	Draft	khatuna.chanukvadze@undp.org	XX

Management & Monitoring

Quality Rating: Satisfactory

11. Does the project have a strong results framework?

- 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

Evidence: [The project has well-developed results framework with detailed sub-output level SMART indicators and targets.](#)

List of Uploaded Documents

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No documents available.			

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence: [The project governance mechanism is well explained in the section VIII. GOVERNANCE ARRANGEMENTS. More detailed explanation of the roles is provided in the Project Board TOR \(annex 4\).](#)

List of Uploaded Documents

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No documents available.			

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

- 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
- 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence: [The project has well-developed risk log \(see Annex 2\) 3.5\).](#)

List of Uploaded Documents

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No documents available.			

Efficient

Quality Rating: Satisfactory

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:

- i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.
- ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.
- iii) Through joint operations (e.g., monitoring or procurement) with other partners.
- iv) Sharing resources or coordinating delivery with other projects.
- v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

- Yes
- No

Evidence: [The project will share costs with thematically close projects of the Democratic Governance portfolio: JP Human Right 2, JP Gender Equality, LEAD. See 4.2 Cost Efficiency and Effectiveness](#)

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No documents available.			

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

- 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence: [The project's budget is multi-year broken down by Outcomes and Outputs.](#)

List of Uploaded Documents

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No documents available.			

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

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

as

relevant.

- 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence: The project is DIM and UNDP will recover direct project costs per prevailing UPL.

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No documents available.

Effective

Quality Rating: Exemplary

17. Have targeted groups been engaged in the design of the project?

3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

2: Some evidence that key targeted groups have been consulted in the design of the project.

1: No evidence of engagement with targeted groups during project design.

Not Applicable

Evidence: The project was developed based on available research, as well as consultations with relevant government institutions, as well as civil society.

List of Uploaded Documents

#	File Name	Modified By	Modified On
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No documents available.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

Yes

No

Evidence: The project Board will be used as a mechanism for monitoring the external context and taking corrective actions as necessary.

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No documents available.

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

Yes

No

Evidence: The project is GEN2 as different needs of women are integrated, and possible results are analysed. The project aims to eliminate existing gender gaps in the justice system for disadvantaged groups and improve mechanisms for adequate protection of women's social and economic rights

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No documents available.

Sustainability & National Ownership

Quality Rating: Satisfactory

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
- 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.

[Evidence: The consultations have been conducted with all relevant government stakeholders, as well as CSOs.](#)

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No documents available.

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

- 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- 1: Capacity assessments have not been carried out.
- Not Applicable

[Evidence: Per CO rules, HACT assessments will be conducted for all entities \(Government and NGOs\), which will be engaged as responsible partners in the project.](#)

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No documents available.

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

- Yes
- No
- Not Applicable

[Evidence: The project is DIM.](#)

List of Uploaded Documents

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No documents available.

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

- Yes
- No

[Evidence: The project sustainability is discussed in section 3.10 Sustainability and Scaling Up](#)

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

QA Summary/LPAC Comments

The LPAC found the project viable and well-elaborated and recommended its approval.

ANNEX II

Project Risk Log

Project Title: Improving the Rule of Law and Access to Justice for All	Project Number: 01000205	Date: 09-May-23
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#	Event	Cause	Impact(s)	Risk Category and Sub-category <i>(including Risk Appetite)</i>	Impact, Likelihood & Risk Level <i>(see Annex 3 Risk Matrix)</i>	Risk Valid From/To	Risk Owner <i>(individual accountable for managing the risk)</i>	Risk Treatment and Treatment Owner
1	Lack of ownership and commitment from the national partners	Changes in political environment or interest to improve the capacity rule of law institutions	Project activities hindered or not delivered	7. STRATEGIC (7.3. Stakeholder relations and partnerships) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 08-May-23 To: 30-Jun-24	Project Manager	Risk Treatment 1.1: The project will monitor and advocate for achieving the intended results through the established partnership channels. The project team will have regular meetings with senior management and focal points at partner agencies during the implementation. Risk Treatment 1.2: In case of a substantial change in the commitment level of national partners, the project will adjust to focus on individual rule of law professionals and CSOs while further increasing the scale of its direct engagement with disadvantaged groups.

								Risk Treatment Owner: Project Manager
2	Key personnel changes in partner agency leadership	Structural reorganization of agencies or political decisions	A shift in priorities and delays in the implementation	3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	<p>Likelihood: 3 - Moderately likely</p> <p>Impact: 3 - Intermediate</p> <p>Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)</p>	<p>From: 08-May-23</p> <p>To: 30-Jun-24</p>	Project Manager	<p>Risk Treatment 2.1: Regular communication with key partners in the national rule of law system will help to keep the project high on their agenda and assess and address potential shifts in priorities. The project will maintain active communication with the partners to communicate the project priorities, objectives and activities and adjust the cooperation format and timelines accordingly.</p> <p>Risk Treatment Owner: Project Manager</p>

3	Participation of target staff in capacity building activities cannot be ensured	Lack of willingness of individual rule of law professionals to improve their knowledge or capacity	Capacity building activities not implemented	3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 08-May-23 To: 30-Jun-24	Project Manager	<p>Risk Treatment 3.1: The project will implement training activities in partnership and in close coordination with national partners.</p> <p>Risk Treatment 3.2: The project will take additional steps (including directly contacting the target audience where possible) to ensure information about capacity development activities is well disseminated across the relevant institutions and professionals.</p> <p>Risk Treatment 3.3: The project will amend activity dates as required.</p> <p>Risk Treatment Owner: Project Manager</p>
4	Gender and inclusion outputs and indicators are de-prioritized by the national partners and/or implementation agencies	Political considerations; Lack of knowledge and sensitivity on gender and inclusion	Gender- and inclusion-related results not achieved	7. STRATEGIC (7.1. Alignment with UNDP strategic priorities) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 08-May-23 To: 30-Jun-24	Project Manager	<p>Risk Treatment 4.1: The project will use high-level meetings to advocate for and emphasize the importance of gender and inclusion outputs. The project will communicate clearly with partners that gender and inclusion outputs are critical for project delivery.</p> <p>Risk Treatment Owner: Project Manager</p>

5	Lack of capacity of project partners (grantees and responsible parties) to implement activities	Insufficient human resources; Lack of qualification and experience.	Delays in implementation; Lack of quality outputs	3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 08-May-23 To: 30-Jun-24	Project Manager	Risk Treatment 5.1: Project staff will more closely supervise output delivery and be in regular contact with partners to provide guidance and steer as required. Risk Treatment 5.2: The project will contract external consultants if necessary to support the partner delivery capacity. Risk Treatment Owner: Project Manager
6	Target groups do not use services strengthened/set up by the project	Lack of access to information about available services	Indicators not met; Results-based programming compromised	4. ORGANIZATIONAL (4.3. Implementation arrangements) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 4 - Extensive Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 08-May-23 To: 30-Jun-24	Project Manager	Risk Treatment 6.1: The project and its grantees will actively use all relevant communication channels to ensure that target groups have up to date information on available services and activities. Risk Treatment 6.2: The project has a dedicated community engagement specialist. Risk Treatment Owner: Project Manager
7	Procurement risks, including potential failure of tenders	Shortcomings in planning and lack of qualified applicants	Delivery delays and non-delivery risks of certain outputs	4. ORGANIZATIONAL (4.9. Procurement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level:	From: 08-May-23 To: 30-Jun-24	Project Manager	Risk Treatment 7.1: The project team will ensure proper planning of procurement processes, including the proactive engagement of responsible parties with recent successful experience of delivery.

					SUBSTANTIAL (equates to a risk appetite of OPEN)			Risk Treatment 7.2: The project will closely coordinate with UNDP internal project assurance team and seek regular advice from them to ensure robust compliance in cases of large acquisitions. The workplan will prioritise outputs requiring tenders and/or acquisitions and factor in delays. Risk Treatment Owner: Project Manager
8	Inability to deliver within the project timeline	Limited timeframe of project implementation; Delays of implementation by national partners	Non-delivery of certain outputs	4. ORGANIZATIONAL (4.3. Implementation arrangements) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 08-May-23 To: 30-Jun-24	Project Manager	Risk Treatment 8.1: The project will be in regular communication with the donor and partners and ensure strict monitoring of the workplan timeline. Risk Treatment Owner: Project Manager
9	Instrumentalization of UNDP	Informal interest groups within the key national partners misuse the project and exploit the name of UNDP	Reputational damage	5. REPUTATIONAL (5.1. Public opinion and media) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate	From: 08-May-23 To: 30-Jun-24	Project Manager	Risk Treatment 9.1: The project manager will be in regular coordination with other donors, implementers and CSOs. In cases of an increased risk of instrumentalization the project will seek low publicity for any

		to increase their undue influence			Risk level: LOW (equates to a risk appetite of CAUTIOUS)			sensitive engagement and adjust activities accordingly. Risk Treatment Owner: Project Manager
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ANNEX III

UNDP SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE (v. JULY 2022)

Project Information

Project Information	
1. Project Title	<i>Improving the Rule of Law and Access to Justice for All</i>
2. Project Number (i.e. Quantum project ID, PIMS+)	01000205
3. Location (Global/Region/Country)	Georgia
4. Project stage (Design or Implementation)	Implementation
5. Date	23 May 2023

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability**QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?****Briefly describe in the space below how the project mainstreams the human rights-based approach**

Human-rights-based approach is central to the project design and implementation. All project activities will be based on and apply human rights principles including equality and non-discrimination, participation and inclusion, and accountability. The outcomes and outputs will focus on the most disadvantaged rights-holders in Georgia, including those fleeing conflict, violence, or persecution such as the Ukrainian community, as well as people with disabilities, rural population, women, ethnic and national minorities, and communities whose access to a healthy and clean environment is endangered. The project will approach the rule of law and access to justice reform in a way to safeguard the basic rights of these rights-holders and enable the full realisation of their fundamental rights and satisfaction of their needs and interests. The project will provide the duty-bearers at national and municipal levels with stronger capacities and opportunities to effectively fulfil their obligations and increase accountability while delivering gender-sensitive and inclusive services for all.

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

Gender is a cross-cutting issue that is mainstreamed across the project through outcomes, outputs, indicators, and activities. The project promotes gender equality in a significant way (Gender Marker 2) and assigns a minimum of 15% of project funding to activities related to gender equality and women's empowerment. The outputs of the judiciary digital data collection system, the capacity of the Mediator's Association of Georgia, and the cross-regional CSO cooperation specifically include gender-related issues and women as targets. Other outputs mainstream gender through gender-disaggregated data requirements in the indicators.

- **Project management with gender perspective**

The project team will engage with national counterparts to ensure that gender mainstreaming is observed in the design and implementation of interventions, i.e., that impacts on gender equality are analysed in the design phase, gender equality is maintained in implementation, and gender-disaggregated data is collected, where possible, for monitoring and evaluation purposes. Capacity building measures having a long-term effect on representation and power relations in institutions, will be planned and implemented with the focus on the proactive involvement of women. Fair representation of women will be sought in different consultative processes. Monitoring engagements will include gender analysis whenever possible.

- **Specific initiatives focusing on gender**

The project will support the judiciary administration to move towards the gender-responsive and inclusive digital data collection and management systems. This will be achieved through compiling the baseline assessment report of the judiciary digital data collection system with the aim to starting the process of implementing automation and the use of Information and Communication Technologies (ICT).

The project will enhance the institutionalization of mediation in Georgia through an improved capacity of the Mediators Association of Georgia with a focus on gender and inclusivity. The intervention will include a work on gender justice by enhancing women's involvement in mediation through targeted awareness-raising activities.

The project will create income-generating sources for the most disadvantaged communities, including the Ukrainians through knowledge-building and small grant schemes. The latter will be focus on women entrepreneurs.

The project will support the resilience building and cooperation between women and youth groups from Armenia, Georgia, Moldova, and Ukraine. The project will fund an international initiative to support dialogue and experience-sharing on rule of law and transitional justice among women activists across the region.

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project ensures sustainability by aligning with stakeholder needs and the national and UNDP strategic priorities.

The project is designed with a focus on sustainability and resilience. Its outcomes and outputs focus on achieving long-term institutional and contextual transformation through supporting the partners to adopt inclusive policies and guidelines as well as delivering infrastructure projects to ensure physical accessibility at the national rule of law institutions and support the socio-economic resilience for the disadvantaged communities. The project design ensures that the capacity assistance in the national rule of system meets the needs of the most disadvantaged communities as well as responds to the major policy and legislative frameworks and Georgia's international obligations. Establishing and maintaining UNDP's already existing highly positive relationships with stakeholders is a key part of national ownership and coordinated aid response. For this reason, the project includes engagement not only with new national partners but also with the state

agencies where UNDP has had a recent history of substantial work: Legal Aid Service and the Mediators Association of Georgia. Robust monitoring and evaluation, including through a dedicated full-time Monitoring and Implementation Officer will further ensure the sustainability and resilience of the results.

Briefly describe in the space below how the project strengthens accountability to stakeholders

The project design was elaborated based on the feedback from a wide range of stakeholders and the project plans to keep regular engagement with them during the implementation phase. Dedicated stakeholder engagement meetings will take place to ensure their participation in the implementation phase. Parts of the project are implemented in partnership with the UNHCR, and other parts are coordinated with other UN agencies to ensure a One UN approach.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description <i>(broken down by event, cause, impact)</i>	Impact and Likelihood <i>(1-5)</i>	Significance <i>(Low, Moderate Substantial, High)</i>	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: Construction and/or infrastructure development risks: The project plans to support the adaptation of the national rule of system infrastructure to ensure its accessibility for people with disability. Construction and infrastructure development risks will be present.	I = 3 L = 2	Moderate		The project team will ensure good planning of infrastructure and property acquisition procurements, including engagement of responsible parties with recent successful experience of delivery. The project will closely coordinate with UNDP internal project assurance team and seek regular advice to ensure robust compliance. The workplan will prioritise outputs requiring tenders and/or acquisitions and factor in delays.
Risk 2: Occupational health and safety risks: The project plans to support the adaptation of the national rule of system infrastructure to ensure its accessibility for people with disability. Physical hazard risks will be present throughout the infrastructure adaptation works.	I = 4 L = 2	Moderate		The project team will ensure robust adherence to compliance norms in infrastructure, including engagement of responsible parties with recent successful experience of delivery. The project will closely coordinate with UNDP internal project assurance team and seek regular advice from them. The project will contract an individual engineering specialist to monitor occupational health and safety risks during the renovation and infrastructure works.
QUESTION 4: What is the overall project risk categorization?				

	Low Risk	<input type="checkbox"/>	
	Moderate Risk	<input checked="" type="checkbox"/>	
	Substantial Risk	<input type="checkbox"/>	
	High Risk	<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
Question only required for Moderate, Substantial and High Risk projects			
	<u>Is assessment required? (check if "yes")</u>	<input type="checkbox"/>	Status? (completed, planned)
	<i>if yes, indicate overall type and status</i>	<input type="checkbox"/>	Targeted assessment(s)
		<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)
		<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)
	Are management plans required? (check if "yes")	<input type="checkbox"/>	
	<i>If yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)
		<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)
	Based on identified risks, which Principles/Project-level Standards triggered?		Comments (not required)
	Overarching Principle: Leave No One Behind		
	Human Rights	<input type="checkbox"/>	
	Gender Equality and Women's Empowerment	<input type="checkbox"/>	
	Accountability	<input type="checkbox"/>	
	1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change and Disaster Risks	<input type="checkbox"/>	
	3. Community Health, Safety and Security	<input checked="" type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	

	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Labour and Working Conditions	<input checked="" type="checkbox"/>	
	8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor Gigi Bregadze, DG Team Leader		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver Anna Chernyshova, DRR		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair Nick Beresford, RR		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
<p>INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.</p>		
Overarching Principle: Leave No One Behind		Answer (Yes/No)
Human Rights		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	NO
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	NO
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	NO
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁶	NO
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	NO
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	NO
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	NO
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	NO
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	NO

¹⁶ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	NO
P.14	grievances or objections from potentially affected stakeholders?	NO
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	NO
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	NO
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	NO
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	NO
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	NO
1.5	exacerbation of illegal wildlife trade?	NO
1.6	introduction of invasive alien species?	NO
1.7	adverse impacts on soils?	NO
1.8	harvesting of natural forests, plantation development, or reforestation?	NO
1.9	significant agricultural production?	NO
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	NO
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	NO
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	NO
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁸	NO
1.14	adverse transboundary or global environmental concerns?	NO
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severewinds, storm surges, tsunami or volcanic eruptions?	NO
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	NO
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	NO
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	YES
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	NO
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	NO
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	NO
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	NO
3.7	influx of project workers to project areas?	NO
3.8	engagement of security personnel to protect facilities and property or to support project activities?	NO
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	NO
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	NO
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NO
4.4	alterations to landscapes and natural features with cultural significance?	NO
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	NO
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	NO

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NO
5.3	risk of forced evictions? ¹⁹	NO
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	NO
6.2	activities located on lands and territories claimed by indigenous peoples?	NO
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *</i>	NO
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	NO
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	NO
6.8	risks to the physical and cultural survival of indigenous peoples?	NO
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	NO
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	NO
7.2	working conditions that may deny freedom of association and collective bargaining?	NO
7.3	use of child labour?	NO
7.4	use of forced labour?	NO
7.5	discriminatory working conditions and/or lack of equal opportunity?	NO
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	YES

¹⁹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NO
8.2	the generation of waste (both hazardous and non-hazardous)?	NO
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	NO
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	NO
8.5	the application of pesticides that may have a negative effect on the environment or human health?	NO
8.6	significant consumption of raw materials, energy, and/or water?	NO

ANNEX IV Project Board ToR

UNDP Standard Terms of Reference (ToR) for the *Improving the Rule of Law and Access to Justice for All* Project Board

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to as “Project Board”.³² The Project Board is the most senior, dedicated oversight body for a UNDP ‘Development Project’, which is defined in the PPM as an instrument where UNDP “Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project.”

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

- 1) **High-level oversight of the project** (as explained in the [“Provide Oversight”](#) section of the PPM). This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation, and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project ‘s implementation modality.

The Project Board reviews updates to the project risk log.

- 2) **Approval of key project execution decisions** (as explained in the [“Manage Change”](#) section of the PPM). The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager’s tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions (*‘High-level oversight of the project’* and *‘Approval of key project execution decisions’*) is distinct from the roles of entities involved in the implementation of

³² Please insert the appropriate entity name in the relevant sections in the document. Where this ToR refers to “Board” it is intended to apply to both these entities and should be changed accordingly to match the entity chosen for the specific project

the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

In cases where UNDP or a national government entity are concurrently playing roles and represented in both layers of the project organization structure, the entity must seek to separate its project oversight and implementation duties and describe in the relevant project document a: 1) satisfactory internal institutional arrangement for the separation of oversight and implementation functions in different departments of said entity and; 2) clear lines of responsibility, reporting and accountability within the entity between their oversight and implementation functions.

In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with [the Quality Standards for Programming](#) that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation, and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP ([Manage Change](#) in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the Project Board is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project³³.
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).

Additional responsibilities of the Project Board can include, but are not limited to, the following:

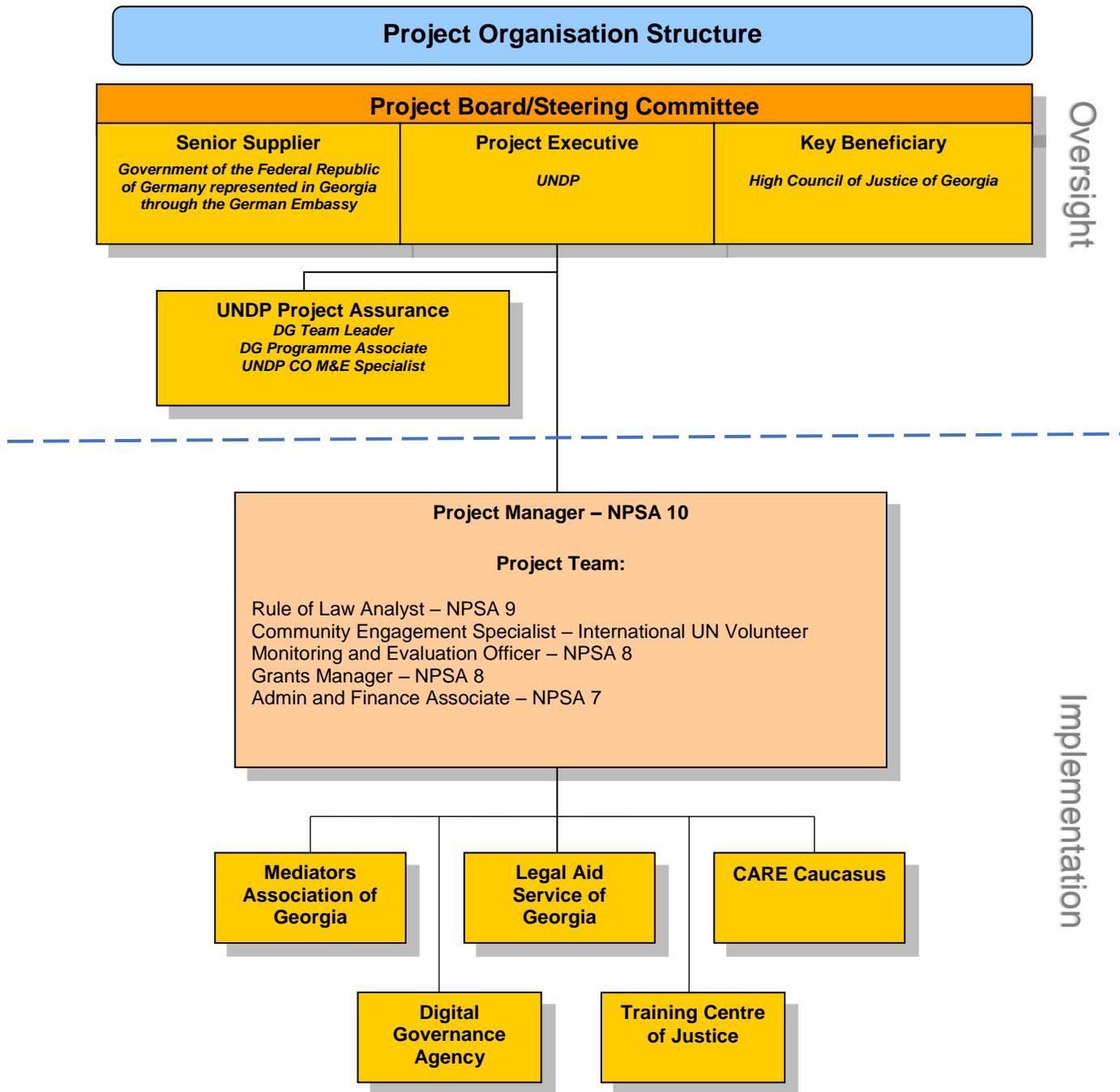
³³ The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

III. Composition of the Project Board

As noted in the diagram below, the Project Board has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 – Project Organization Structure



The three categories of Project Board members are the following:

- 1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the Project Board with a representative of

another category, it typically does so with a development partner representative. The Project Executive is *UNDP Resident Representative or Deputy Resident Representative*.

- 2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary Representative is: *Designated representative from the High Council of Justice of Georgia*
- 3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project³⁴. There can be multiple development partners representatives in a Project Board. The Development Partner(s) representative(s) is: *Designated representative from the Embassy of Germany to Georgia*

A **UNDP representative must always be represented in the Project Board** in either the project executive or development partner role.

UNHCR will attend the Project Board as an observer. Stakeholder representative meetings will take place to consult and involve other UN agencies, CSOs, and all relevant parties in the project and ensure the participation of target groups.

Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as formal voting members; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third-party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard Project Board Protocols

The Project Board must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet one time annually. The first meeting will take place in December 2023 and the second meeting will take place in June 2024.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP

³⁴ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.³⁵

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

V. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations³⁶
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

³⁵ UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

³⁶ Including audit reports and spot checks.

The UNDP representative playing the main project assurance function is Grigol Bregadze, Team Leader, Democracy & Governance Portfolio, UNDP Georgia. This function will also be fulfilled by Programme Associate, Democracy & Governance Portfolio, UNDP Georgia, and M&E Specialist, UNDP Georgia.

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is Project Manager.