



PROJECT DOCUMENT
UNDP GEORGIA

Project Title: SUPPORT TO RURAL DEVELOPMENT IN GEORGIA
Project/output Number: Project 00087576; Outputs 00094527/00101137
Implementing Partner: Ministry of Agriculture of Georgia
Start Date: 1Jul2016 **End Date:** 30Jun2018 **PAC Meeting date:** 23Jun2016

Brief Description

Currently Georgia has no stand-alone Rural Development Policy framework, no strategic direction for this policy area, no mechanisms for integrating different policy strands within a single framework and institutionally no capability to design and administer rural development publicly-funded interventions.

Through European Neighbourhood Programme for Agriculture and Rural Development (ENPARD)-phase 2 (ENPARD-2), the EU has agreed with the Georgian government the provision of a package of support to assist in the adoption of a new Rural Development Strategy for Georgia that will assist the establishment of support programmes in many rural areas of the country.

The main objective of the given project is the establishment and implementation of Rural Development Strategies for Georgia and its Ajara region respectively, with associated capacity building for institutions charged with administering rural development in Georgia. The project will strive to achieve 2 outputs:

Output 1/ Institutional capacity in place for the development and implementation of a National Policy on Rural Development in Georgia.
 The target results for this output are:
 1.1: An integrated Rural Development strategy for Georgia developed and adopted
 1.2: An integrated Rural Development Action Plan for Georgia developed and adopted
 1.3: Capacity built amongst the public sector and stakeholders to deliver rural development policy

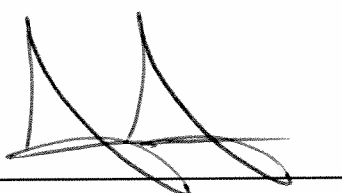

Output 2/ Institutional capacity in place for the implementation of the Rural Development in Ajara AR:
 The target results for this output are:
 2.1: An integrated Rural Development Action Plan for Ajara developed and adopted
 2.2: Enhanced capacity within the public sector and stakeholders in Ajara AR to effectively deliver rural development policy
 2.3: Enhanced understanding of the critical success factors for effective rural development to deliver improved employment and rural conditions in rural areas through the diversification of the rural economy in Ajara.

Contributing Outcome:
UNPSD 2016-2020 Outcome(s): Outcome 3. Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded
CPD 2016-2020 Outcome: 1. Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded

Indicative Output(s):
CPD 2016-2020 Output: Output 2.1. By 2020, national and local governments have greater capacities to promote user-centred, inclusive and sustainable rural and urban development policies

Total resources required:		2,901,096.66 USD
Total resources allocated:	EU:	2,765,486.73 USD equiv. EUR 2,500,000 per UNXRATE for Jul2016=0.904
	Ajara AR Govnt:	135,609.93USD equiv. EUR 122,591.38 per UNXRATE for Jul2016=0.904
	In-Kind:	-
	Unfunded	0 USD

Agreed by:

UNDP	Ministry of Agriculture
 _____ Shombi Sharp, Resident Representative a.i.	 _____ Otar Danelia, Minister of Agriculture
Date:	Date:

ACRONYMS

AA	Association Agreement
DCFTA	Deep and Comprehensive Free Trade Area
ENPARD	European Neighbourhood Programme for Agriculture and Rural Development
ENRD	European Network for Rural Development
EU	European Union
ESC	ENPARD Steering Committee
EstC	ENPARD Stakeholder Committee
FAO	Food and Agriculture Organisation
GIS	Geographic Information Systems
IACC	Inter-Agency Coordination Council
KPI	Key Performance Indicator
LAG	Local Action Group
LEADER	A French acronym meaning Links between actions for the development of the rural economy
LFA	Less Favoured Area
MoA	Ministry of Agriculture
MRDI	Ministry of Regional Development and Infrastructure
MoESD	Ministry of Economy and Sustainable Development
MoENRP	Ministry of Environment and Natural Resource Protection
NGO	Non-Governmental Organisation
NRN	National Rural Network
RDC	Rural Development Council
RDS	Rural Development Strategy
RDP	Rural Development Programmes
SADG	Strategy for Agriculture Development in Georgia
UNDP	United Nations Development Programme

I. DEVELOPMENT CHALLENGE

Background. The EU signed an Association Agreement with Georgia in June 2014¹. This aims to deepen political and economic relations between the EU and Georgia and to gradually integrate Georgia into the EU's internal market. This entails, as one element, creating a Deep and Comprehensive Free Trade Area between the EU and Georgia². Under Article 333 of the Association Agreement (*Cooperation between the Parties in the field of agriculture and rural development*), there is provision for 'facilitating the mutual understanding of agricultural and rural development policies'. This is the basis for the formulation of a Rural Development Strategy for Georgia which will in turn yield specification of measures which will benefit from funding under the **European Neighbourhood Programme for Agriculture and Rural Development (ENPARD)**. This will be the second phase of support to Georgia under ENPARD, with the first phase (ENPARD I) due for completion in 2016 and mainly oriented to assisting agricultural development³.

Rural Development in Georgian Development Context. A Rural Development Strategy for Georgia will be prepared and adopted as a whole but, as an initial action, a Rural Development Strategy has been prepared for Ajara alone. As with support under ENPARD I (which was also first piloted in Ajara), this is informally seen as a pilot action preparatory to the formulation of the Rural Development Strategy and delivery of actions at the national level.

Rural development is the process of improving the quality of life and economic well-being of people living in relatively isolated and sparsely populated areas. Rural development has traditionally focused on the exploitation of land-intensive natural resources such as agriculture and forestry. However, changes in global production networks and increased urbanisation have changed the character of rural areas. Increasingly tourism, niche manufacturers, and recreation have replaced resource extraction and agriculture as dominant economic drivers.

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

The need for rural communities to approach development from a wider perspective has created more focus on a broad range of development goals rather than merely creating incentive for agricultural or resource based businesses. Education, entrepreneurship, physical infrastructure, biodiversity protection and enhancement, climate change adaptation and resilience and social infrastructure all play an important role in developing rural regions. Rural development is also characterised by its emphasis on locally produced economic development strategies. In contrast to urban regions, which have many similarities, rural areas are highly distinctive from one another.

The EU and Rural Development. The EU has championed rural development for a number of years and has developed an architecture and framework within which Member States formulate strategies and seven year programmes to address rural development challenges.

¹ http://europa.eu/rapid/press-release_MEMO-14-430_en.htm

² The main areas of cooperation under the Association Agreement are:

Core reforms: reforms are foreseen in a number of key areas, including public governance, justice, law enforcement, economic recovery and growth, consumer protection and sectors such as energy, transport, environmental protection, industrial development, social development and protection, education, youth and culture.

Values: The Agreement puts a strong emphasis on democracy and the rule of law, human rights and fundamental freedoms, good governance, a well-functioning market economy and sustainable development.

Trade: The Agreements will offer their signatories a framework for modernising their trade relations and for developing their economies. Opening the markets through the progressive removal of customs tariffs and quotas, and harmonising laws, norms and regulations in various trade-related sectors will make this possible.

As well as contributing to stability and the promotion of democratic values in the EU's neighbourhood, the agreements will benefit EU businesses by opening up new markets and providing for a more secure business environment when investing in these three countries.

³ <http://www.enpard.ge/aboutus>

The EU's three **long-term strategic objectives** for rural development covering the 2014-2020 period can be identified as:

- fostering the competitiveness of agriculture;
- ensuring the sustainable management of natural resources, and climate action; and
- achieving a balanced territorial development of rural economies and communities including the creation and maintenance of employment.

The EU has strategic guidelines for rural development⁴. While not explicitly designed as such, these are used as guidelines for defining the objectives and scope of rural development under ENPARD beneficiary countries and hence the measures that might be adopted.

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

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

The LEADER⁵ programme is an initiative to support rural development projects initiated at the local level in order to revitalise rural areas and create jobs in a proactive and participatory manner. LEADER projects are managed by local action groups (LAGs). Each project must involve a relatively small rural area with actions aimed at one of three objectives: (a) to encourage experiments in rural development; (b) to support cooperation between the main stakeholders from different rural territories: several LAGs can share their resources; and (c) to network rural areas, by sharing experiences and expertise in the development of rural areas by creating databases, publications and other modes of information exchange.

A Local Action Group brings together individuals from local public, private and civil society who have been delegated powers of strategy and delivery. Through an agreed Local Development Strategy, LAGs are able to tackle important local priorities in a locally-specific, innovative and participative way⁶.

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

Resilient communities recognise themselves as being:

- Knowledgeable and healthy, with the ability to assess, manage, and monitor community risks, learning new skills and building on past experiences.
- Organised, with the capacity to identify problems, establish priorities, and act.
- Connected, with relationships at various levels and with external actors (family friends, faith groups, government) who provide a wider supportive environment, and supply goods and services when needed.
- Supplied with good infrastructure and services, with strong housing supply, and transport, power, water, and sanitation systems, which the community has the ability to maintain, repair, and renovate.

⁴ http://europa.eu/legislation_summaries/agriculture/general_framework/l60042_en.htm

⁵ A French acronym meaning Links between actions for the development of the rural economy

⁶ <https://www.gov.uk/government/publications/leader-approach-in-the-rdpe-national-delivery-framework/leader-approach-in-the-rdpe-national-delivery-framework>

- Aligned to a diverse range of employment opportunities, income and financial services, with a flexible and resourceful workforce with capacity to accept uncertainty and respond (proactively) to change.
- Able to manage its natural assets, recognizing their value with the ability to protect, enhance and maintain them.

Lessons of experience: evaluation of EU support to rural development. There are few evaluations of EU support to rural development in the EU Member States and none yet of actions under ENPARD (for agriculture or rural development). There are, however, evaluations of the EU's support to Least Favoured Areas⁷, which involves aid to farmers as a way of maintaining the countryside in areas where agricultural production or activity is more difficult because of natural handicaps⁸.

A 2006 evaluation of the Least Favoured Area approach⁹ found, in summary, that:

- Continuity in agricultural land use has occurred against a backdrop of structural change unfurling both within and outside of the Least Favoured Areas, a key manifestation of which has been the rationalisation of holdings and a decline in the number of farmers. The role of the Least Favoured Areas measure in ensuring continued agricultural land use and in preventing land abandonment is not clear cut and there is little evidence about how recipients would have acted in the absence of a payment.
- While there were positive impacts on the recipients of support, it was not clear that the prolongation of agricultural land use is necessarily conducive to improving the viability of rural communities. Only farmers are direct recipients of Least Favoured Area payments and, although numerous, they represent only one section of rural societies. Payment structures favoured smaller farms which may help to prolong existing agricultural structures and perhaps more traditional rural societies, but not necessarily strengthen longer term viability.
- Changes in agricultural employment have been broadly similar in the Least Favoured Areas to those outside it. While Least Favoured Area payments will have played a part in preventing a more rapid decline in the labour force, their effect was difficult to separate from other factors.
- The Least Favoured Area measure has had little impact on rural demographic patterns and the proportion of the population employed in agriculture had remained small. In most case studies, the rural population has declined over the lifetime of the measure, and the average age had remained relatively high, or increased. In some Least Favoured Areas, the social make-up of rural areas had changed over time with the process of counter-urbanisation and/or the purchase of second homes by city dwellers.

Experience accumulated so far in Rural Development in Georgia. Under ENPARD 1 (2013-2017), the primary focus of the programme was on support to agriculture through institutional capacity building and support, support for the development of small farmers' cooperatives and pilot activities on rural development in three areas, Borjomi, Stepantsminda and Lagodekhi. The rationale for establishing the three rural development pilots is given as:

⁷ http://ec.europa.eu/agriculture/rurdev/lfa/index_en.htm

⁸ In the early years of the LFA measure, Council Directive 75/268/EEC on 'mountain and hill farming in certain Less Favoured Areas' had one overarching objective and two sub objectives: to 1) 'ensure the continuation of farming', thereby 2a) 'maintaining a minimum population level' or 2b) 'conserving the countryside'. The objectives were designed to address a number of needs, specific to certain LFAs characterised by least favourable production conditions. These included the need to avert the threat of the large-scale depopulation of farming areas, which would jeopardise their viability and continued habitation. In the longer term, this would lead to the abandonment of previously maintained land. The logic of intervention was to maintain a farming industry in such areas to prevent the process of rural depopulation and to take action against the abandonment of agricultural land or its conversion to alternative land uses. An exodus from farming could be prevented if farm business viability was maintained and therefore, raising farm incomes in these areas to a reasonable level was seen as central to achieving the objectives. Farm incomes were to be increased through the payment of an annual compensatory allowance which compensated farmers for permanent natural handicaps, the level of which reflected the severity of the handicap measured against a number of regional/national and European reference points.

⁹ Institute for European Environmental Policy (2006). An evaluation of the Less Favoured Area measure in the 25 Member States of the EU. Report for DG Agriculture: November.

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

Building on the existing support from ENPARD, the second phase of the programme will integrate support to agriculture, food safety, sanitary and phyto-sanitary and rural development. The expected outcome will be to improve employment and living conditions in poor rural areas of Georgia, with subsequent impacts on poverty alleviation and growth. Specific measures will build resilience and improve food security and nutrition through diversification of rural activities and income sources, particularly for women and girls and the most vulnerable groups including conflict-affected people and ethnic minorities.

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

- Adoption and implementation of a National Strategy and Action Plan
- Adaptation of EU best experiences and practices
- Complementarity of support programmes (EU, Government, other donors) for effective implementation of municipal development plans

The main rural development components under ENPARD II, include:

- Institution-building support for policy development
- Expansion of rural development projects to five new municipalities¹⁰

A Rural Development Strategy for Georgia. Essentially, rural development is material and technical assistance given to the rural sector of society. The aim being to help local rural communities improve their quality of life, both socially and economically. This might include the production of more food in order to alleviate hunger, the provision of clean water to eliminate the spread of disease, or the assistance in income generation to provide the means for cash income.

So, by definition the development of a rural development strategy should involve integrated thinking at the policy level (to join-up and seek synergies across the three pillars) and wide scale and extensive consultation at the local level to ensure that the evolution of 'national' strategy is grounded and tested at the community level.

Ultimately, what most people want is economic development, but the three aspects (or pillars) are inseparable. Projects which set out to develop the social life of a community, including health care, sanitation, and education, find that they cannot only cater for social needs but that economic development must simultaneously take place. Similarly, economic focused projects which fail to take account of environmental impacts, and which fail to respond to the potential to enhance the local environment, will often incur greater costs over time associated with mitigating activities being necessary to offset negative project impacts.

An effective approach to rural development in Georgia, therefore, because of the interrelation (and complexity) of social, environmental and economic factors, demands clearly defined objectives on the part of the policy-making organisations. Failure to achieve this might result in interventions spread across too broad a front, resulting in a less than satisfactory outcome. Success will stimulate further success, and if one can deliver even a modest objective, then this will lead to higher and still higher attainment, building up the confidence between the development project staff and stakeholders and the people they are assisting, and building up the confidence of project

¹⁰ Under ENPARD I, three rural development pilots testing the LEADER/ LAG approach, were established in Borjomi, Kazbegi and Lagodekhi. It has been agreed that two similar pilots will be established in Ajara in the Keda and Khulo Municipalities. Under ENPARD II a further three pilots will be established in Georgia, bringing the total number of pilots to eight.

staff and stakeholders in their own ability. This calls for a focused strategy framework, with clearly defined objectives, but with enough flexibility to respond to regional and local conditions.

Preparation of a Rural Development Strategy is therefore seen as a significant and important element of Georgia's wider inclusive development policy. The Strategy will be prepared based on the EU's experience, its architecture¹¹ for rural development, its measures and programme methodology, but will ultimately reflect the Georgian reality.

A Strategy, which will improve living conditions for the rural population by increasing income from a range of diversified products and services, will be developed. The Strategy will take account of cross cutting issues impacting gender, the environment and climate change, will reflect regional and local differences, and will recognize the specific challenges associated with the upland and mountain areas. At the same time the Strategy will envisage elements of local development and regional development strategy methodologies, the involvement of stakeholders and civil society, and will seek to align with municipal development objectives. A core feature of the strategy will be to foster local engagement and ownership, through local action groups following the LEADER¹² approach.

Work has been underway in 2015 and 2016 to enhance understanding of how a rural development strategy for Georgia should be developed. Some of the key milestones in this journey have included:

- The production of a rural development strategy for Ajara, including vision, identified priority outcomes and overseen by a cross-Ministerial Rural Development Council, ensuring integrated policy thinking and stakeholder engagement.
- The production of a draft rural development strategy for Georgia, brought together by a dedicated Working Group operating within the Ministry of Agriculture with FAO assistance.
- A Rural Development Conference, with International contributions, opened by the Minister of Agriculture, and including discussion about strategy development.

Confirmation that the Ministry of Agriculture will lead and coordinate input from other Ministries into rural development strategy formulation (March 2016).

¹¹ EU Architecture embraces: 4 axis covering competitiveness, the environment and rural diversification plus the LEADER approach; priority themes; possibility of thematic sub-programmes.

¹² LEADER ("Liaison Entre Actions de Développement de l'Économie Rurale", meaning 'Links between the rural economy and development actions') is a local development approach which allows local actors to develop an area by using its endogenous development potential

II. STRATEGY

Overall Objective. The main objective of the support is, the establishment and implementation of Rural Development Strategies for Georgia and its Ajara region respectively, with associated capacity building for institutions charged with administering rural development in Georgia.

As such, the proposed assistance is consistent with the European Neighbourhood Programme for Agriculture and Rural Development (ENPARD Georgia) which, as noted, is designed to enhance agricultural production and rural development¹³. Specifically, the proposed assistance is designed to ensure achieving the ENPARD's results, namely: the adoption and implementation of a National Rural Development Strategy and Action Plan; the adaptation of EU best experience and practices; complementarity of support programmes (EU, Government, other donors) for effective implementation of municipal development plans. The project supports institutions building for policy development and the expansion of rural development projects to five new municipalities (two in Ajara and three in wider Georgia).

The project outputs will contribute toward improved employment and living conditions in the rural areas of Georgia and Ajara through the diversification of the rural economy.

In the course of achieving these objectives, the project is responding to the priorities set out in the Strategy for Agricultural Development in Georgia 2015-2020 (SADG), under Measure 3.4.1 – Defining and supporting rural development and investment strategies for each region, which concludes:

“Clearly, agriculture by itself cannot generate sufficient employment and job opportunities to generate sustainable enterprise and incomes for the entire rural population. Therefore, the Government intends to promote and develop a concept of non-farm rural enterprise development in areas such as, services (shops, repair, crafts etc.), processing enterprises or agro-tourism (hunting, fishing, historical monuments etc.). Successful initiatives at regional and local level will be identified and examples disseminated of successful practices. The Ministry of Agriculture will work with other branches of Government to look at the potential for technical or financial programs of support and to facilitate their realization.”

The key outcome resulting from the support, will be:

- Improved employment and living conditions through the diversification of the rural economy¹⁴

Proposed approach. The support will be characterised by being professional, open, sharing, responsive, transparent, inclusive, accountable and engaging in delivering two main outputs:

1. Institutional capacity in place for the development and implementation of a National Policy on Rural Development in Georgia,
- and**
2. Institutional capacity in place for the implementation of the Rural Development Strategy in Ajara AR.

Currently Georgia has no stand-alone Rural Development Policy framework, no strategic direction for this policy area, no mechanisms for integrating different policy strands within a single framework and institutionally no capability to design and administer rural development publically-funded interventions.

¹³ <http://europa.eu/rapid/pressReleasesAction.do?reference=IP/12/919&format=HTML&aged=0&language=EN&guiLanguage=en>

¹⁴ Result 3: Technical and Administrative Provisions, Annex 1 to Financing Agreement No ENI/ 2015/037-836

Proposed Theory of Change

	National Rural Development Policy Elaboration and Implementation	Institutional capacities for implementation of the Rural Development Strategy in Ajara AR
Activities	1.1. Supporting participatory multi-stakeholder processes leading to adoption of the National Rural Development Strategy 1.2. Supporting participatory multi-stakeholder process leading to adoption and implementation of the RDS Action Plan 1.3. Support to the improvement of institutional capacities in rural development policy	2.1. Supporting participatory multi-stakeholder processes leading to adoption of the Action Plan in Ajara AR 2.2 Support to the improvement of Ajara regional policy capacities in rural development 2.3 RDS Ajara Action Plan implementation support
Activity (intermediary) Results	1.1 Government of Georgia is supported to develop and adopt a National Rural Development Strategy for Georgia 1.2 Integrated model for delivery of the rural development Action Plan developed and adopted 1.3 Enhanced capacity and capability within the public sector and stakeholders to deliver rural development policy	1.1 An Integrated Rural Development Action Plan for Ajara developed and adopted 1.2 Enhanced capacity within the public sector and stakeholders to deliver rural development in Ajara AR 1.3 Enhanced understanding of the critical success factors for effective rural development
Output Results	Output 1 Result: Institutional capacity in place for the development and implementation of a National policy on Rural Development in Georgia	Output 2: Institutional capacity in place for the implementation of the Rural Development Strategy in Ajara AR

The project envisages implementation of targeted capacity development activities with the aim of establishing strong institutional capacities, coordination and partnership based policy framework. Various layers: national institutions, regional and local government, non-public and private entities will be targeted with relevant support.

Through ENPARD, the EU has agreed with the Georgian government the provision of a package of support to assist in the adoption of a new Rural Development Strategy for Georgia that will assist the establishment of support programmes in many rural areas of the country.

The policy process was energised by a Rural Development Conference in Tbilisi on 11th December 2015, where officials from the European Union, the Food and Agriculture Organisation (FAO) and the Georgian Government, under the leadership of the Ministry of Agriculture, gathered with stakeholders in Tbilisi to present European experiences in rural development and to discuss the vision for rural development in Georgia, with the objective of defining a concrete roadmap for the development of an integrated policy framework to support rural development in the country.

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

Across Europe, the support to rural development over the last decades has helped strengthen the ownership of local development processes, improving capacities and providing local actors with resources and incentives to access better rural services and jobs in a variety of activities related to agriculture, eco-tourism and other rural businesses.

The rural development approach recognises that each territory has its own unique features, and that communities and local authorities need capacities and resources to implement their local strategies for development. This approach has helped large portions of the rural population across the EU to improve infrastructure, services and living conditions, generating multiplying effects in terms of attracting larger public and private support.

Under ENPARD I, support has been provided for three pilot initiatives to test and learn from the EU's LEADER approach through the establishment and operation of Local Action Groups. In addition, work has commenced on drafting a Rural Development Strategy framework.

There is the need for more discussions between Ministries as to how rural development policy might be integrated across economic, environmental and rural community interests, and there has been zero engagement with regions as to what they require from a rural development approach.

While Georgian government is in process of preparing a Rural Development Strategy, a Rural Development Strategy has been prepared by the Ajara AR already. As with support under ENPARD I (which was also first piloted in Ajara), this is informally seen as a pilot action preparatory to the formulation of the Rural Development Strategy and delivery of actions at the national level.

Some of the features of the process leading to the development of the RDS for Ajara have included:

- The establishment of the Interagency unit, the Rural Development Council as the vehicle for agreeing the Strategy and ensuring the integration of economic, environmental and social priorities in Ajara RD policy implementation
- An extensive baseline assessment
- Participatory and consultative activities with a wide range of stakeholders to agree a vision and priority target outcomes for Ajara
- Discussions at the municipal and local level as to appropriate targets and actions to improve life in rural areas

The RDS for Ajara has agreed on the following vision for rural development in the region:

“The population in rural areas of Ajara enjoys a high standard of living and quality of life thanks to its vibrant, resourceful and enterprising rural communities, the sustainable use of natural resources and a diversified rural economy based on agriculture”

Taking account of the current situation in Ajara as reflected in the baseline assessment and with due regard to the SWOT analysis undertaken, the Rural Development Council considered the focus of the Rural Development Strategy in Ajara to be on:

- Enhancing farm viability and competitiveness of all types of agriculture in Ajara and promoting innovative farm technologies and sustainable management of forests, and,
- Promoting social inclusion, poverty reduction and economic development in rural areas

While the focus will lie on achieving the two priorities above, the Strategy will not exclude other listed priorities. The programming and Action Planning phase will need to take this into account. In addition, in setting goals for rural development in Ajara, particular attention will also need to be given to ensuring equity of opportunity in its widest sense, and complementarity with other Strategies developed in Ajara and Georgia, particularly the Municipal Development Plans which currently are absent in Ajara. These programming challenges are to be tested through pilot activity (funded under ENPARD II) in Keda and Khulo, starting in 2016.

III. RESULTS AND PARTNERSHIPS

The Project responds to Intended Outcome 3 in the Country Programme Document (2016-2020): Results and Resource Framework: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded.

Relevant UNDP Strategic Plan (2014-2017) outcome/output: Outcome 1. Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor & excluded with relevant Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive.

The project will be implemented in close cooperation with Georgian Ministries with direct competence in rural development under the coordination of the Ministry of Agriculture of Georgia and the Rural Development Council of the Government of Ajara Autonomous Republic.

The Support is built around the two outputs:

1. Institutional capacity in place for the development and implementation of a National Policy on Rural Development in Georgia, and
2. Institutional capacity in place for the implementation of the Rural Development Strategy in Ajara AR.

**OUTPUT 1:
INSTITUTIONAL CAPACITY IN PLACE FOR THE DEVELOPMENT AND
IMPLEMENTATION OF A NATIONAL POLICY ON RURAL DEVELOPMENT IN
GEORGIA**

The target results for this output, therefore, are:

- 1.1: Government of Georgia is supported to develop and adopt a National Rural Development Strategy for Georgia
- 1.2: Government of Georgia is supported in developing a Rural Development Action Plan based on an integrated model for delivery
- 1.3: Capacity amongst the public sector and stakeholders to deliver rural development policy is built

This result will be delivered by support to participatory multi-stakeholder processes leading to adoption of the National Rural Development Strategy, through:

Activity 1.1: Government of Georgia is supported to develop and adopt a National Rural Development Strategy for Georgia

1.1.1: Facilitating an Inter-Agency Coordination Council (IACC) consisting of officials from the Ministry of Agriculture (MoA), the Ministry of Regional Development and Infrastructure (MRDI), the Ministry of Economy and Sustainable Development (MoESD), and the Ministry of Environment and Natural Resource Protection (MoENRP) to oversee the development of the Rural Development Strategy (RDS) for Georgia.

This action will also assess (i) how this working group might evolve beyond simply overseeing RDS development to a de facto *Programme Board* role, and (ii) how it might best relate to the ENPARD Steering Committee (ESC).

There is a general lack of knowledge in Georgia about the role that rural development can play to improve the lives and well-being of those living in rural areas. Engagement with the IACC will seek to bridge knowledge gaps amongst government officials by:

- Providing awareness raising activities about RD outcomes as supplementary to regional development and local municipal development priorities
- Articulating and mapping the process for RD Strategy development and how it fits in to the policy cycle and with reference to the SADG 2015-2020 and Regional Development Programmes and other strategic policy outcomes
- Discussing the nature of integrated policy development and the concept of targeted multiple outcomes in territorial areas

Specifically relating to RDS development, the IACC will be facilitated to discuss and agree on how individual Ministries might contribute to RDS development and agree where synergies need to exist. For example:

- The Ministry of Agriculture (MoA), have its role in identifying priority sectors for added-value agricultural products and activities and will have identified gaps in processing and storage capacity for example, areas where targeted rural development measures could have a significant impact on rural incomes
- The Ministry of Regional Development and Infrastructure (MRDI), through the Regional Development Fund and development of Municipal Development Plans, may have a potential vehicle for disbursement of targeted rural development funds
- The Ministry of Economy and Sustainable Development (MoESD), are developing verifiable indicators for rural areas making possible the measurements of impact of rural development interventions and lead application of targeted support to rural economy diversification related initiatives
- The Ministry of Environment and Natural Resource Protection (MoENRP), should be able to identify high risk areas for climate change impacts this affording a mechanism for risk assessment when developing an economic or social intervention under rural development

Under this activity the project will build on work delivered to date by the FAO in establishing an effective technical working group within the Ministry of Agriculture, and will work with the identified 'focal points' in other Ministries responsible for co-ordinating their technical input into strategy development. The project support will use the IACC to refine, amend and clarify priority areas.

1.1.2: Liaising with and supporting the ENPARD Steering Committee (ESC) and the ENPARD Stakeholder Committee (EStC) to ensure effective stakeholder engagement in the process of RDS development, through an agreed consultation process with national and regional stakeholders

To date there has been limited stakeholder engagement beyond core Tbilisi based Ministries. To test how relevant is the RDS to rural communities and disadvantaged and vulnerable groups a more extensive and participatory process needs to be adopted in RDS development. The project will liaise with the EStC to develop such a process and ensure complimentary to the whole ENPARD programme.

1.1.3: Facilitating a strategy drafting team to produce the RDS ensuring its synergy with the existing sectorial strategies and compliance with the Government requirements for Strategy Frameworks and good EU practice

The project will ensure full compliancy and synergy of the RD Strategy with the existing sectorial, regional development strategies and National Strategy papers which outline the main dimensions of inclusive development in Georgia. The government have recently introduced standard requirements for national Strategy papers in terms of their content and their structure. The project support will ensure that the final RDS complies with all necessary requirements, through the formation and management of a dedicated and professional drafting and formulation team.

1.1.4: Facilitating national and regional consultation in preparation of RDS approval, which will introduce the concept of regional chapters to complement the national RDS framework

The project will energetically engage beyond Tbilisi on consultation of the RDS, feeding in a regional rural perspective.

Activity 1.2: Government of Georgia is supported in developing a Rural Development Action Plan based on an integrated model for delivery

This result will be delivered by support to participatory multi-stakeholder processes leading to the adoption of the RDS Action Plan, through:

1.2.1: Facilitating and working with the IACC to agree an integrated delivery model for costed rural development measures and initiatives under the RDS

The RDS implementation could be via a number of different routes as seen in the EU, where there is no standard way of delivering national rural development programmes. The project support will seek to assist the authorities as they decide on the appropriate model for Georgia, which should reflect the 'Georgian reality', but which should also comply with the need for clarity and transparency of any funding decisions made.

1.2.2: Facilitating regional engagement and processes to develop Regional Chapters for the RDS Action Plan

As in activity 1.1.4, the project will engage beyond Tbilisi on consultation to help formulate regional specific priorities to the RDS, working to an agreed template to capture the regional rural perspective in terms of vision and priority outcomes sought. This activity will help to target interventions based on the evidence gained via this bottom-up participatory process.

1.2.3: Facilitating Action Plan Drafting Team ensuring its compliance with the Government's requirements for Actions Plan taking account of sustainability, gender, diversity and climate change considerations.

As at 1.1.3, the project support will ensure that the final RDS Action Plan complies with all necessary requirements, through the formation and management of a dedicated and professional drafting team. The action plan will reflect national as well as regional priorities, which will be informed by the regional needs assessment activity outlined at 1.2.2.

Activity 1.3: Enhanced capacity within the public sector and stakeholders to effectively deliver rural development policy

This result will be delivered by supporting improvements in institutional capacities in rural development policy, through:

1.3.1: Supporting the relevant Ministry officials (MoA, MRDI, MoESD, MoENRP) to design and deliver a targeted capacity building programme for staff in terms of RDS policy development, Action Plan design and delivery, and monitoring and evaluation.

The support will involve needs assessments of individuals and operational units' to identify capacity building interventions and enable some measurement and tracking to be made at the end of the support on the efficacy of this activity. The support will also look at the merit or otherwise of a dedicated policy advice unit (within the MoA), as a way of ensuring project legacy and of building a more sustainable environment for future policy development. The support will look at how such a

policy advice unit can be 'hard-wired' into current EU thinking on policy development and effective delivery mechanism for rural development.

The support will also embrace the establishment and development of an Intra-Agency Coordination Council (IACC) to enable integrated policy thinking to evolve. A learning and development programme will be designed for and delivered to build capability in the IACC, to enable them to deliver an informed mid-term review of the implementation of the RDS in 2018.

The project will draw on EU experience including the EUs Rural Development Gateway as source material for training and on-going support <http://enrd.ec.europa.eu/en/policy-in-action/cap-towards-2020/rdp-programming-2014-2020>. As a best was of this the Project will also facilitate establishment of close connection between EU policy makers and public service representatives.

1.3.2: Supporting the ENPARD Stakeholder Committee to design and develop a capacity building programme (including general awareness raising) for public sector staff and stakeholders

The project support will champion the role of rural networks as a way of sharing experiences and adopting best practice. The European Network for Rural Development (ENRD) contributes to the efficient implementation of Rural Development Programmes (RDPs) throughout the European Union (EU). Each Member State has established a National Rural Network (NRN), which brings together the organisations and administrations involved in rural development. At EU level, the ENRD ensures the networking of these NRNs, national administrations and European organisations: <http://enrd.ec.europa.eu/en/en-rd-presentation.cfm>

1.3.3: Creating the conditions for an effective learning network by drawing on best practice from within Georgia (including Ajara AR), South Caucasus, ENPARD countries and the EU and developing case study material portraying the benefits of rural development in Georgia including how it builds resilience for rural communities.

The project will support the building of strong working relationships (e.g. between national and regional players) and encourage and facilitate networking as well as information sharing and knowledge transfer mechanisms. Information exchange is an important aspect of rural development operations, and the project support will seek to establish a Georgian 'place' within the wider EU network.

As at 1.3.1 the project will use available EU material as source material for training and on-going support e.g. the National Rural Network Guidebook found at http://enrd.ec.europa.eu/sites/enrd/files/assets/pdf/guidebook/nrn_handbook_webversion.pdf

Activities under this support will also include study tours, internal experience sharing visits and the use of modern web based media.

OUTPUT 2: INSTITUTIONAL CAPACITY IN PLACE FOR THE IMPLEMENTATION OF THE RURAL DEVELOPMENT STRATEGY IN AJARA AR

The target results for this output, are:

2.1: To develop and have adopted an integrated Rural Development Action Plan for Ajara

- 2.2: Enhanced capacity within the public sector and stakeholders in Ajara AR to effectively deliver rural development policy
- 2.3: Enhanced understanding of the critical success factors for effective rural development to deliver improved employment and rural conditions in rural areas through the diversification of the rural economy in Ajara

Activity 2.1: An Integrated Rural Development Action Plan for Ajara developed and adopted

This result will be delivered by supporting participatory multi-stakeholder processes leading to the adoption of the Action Plan in Ajara AR, through:

2.1.1: Facilitating and working with the Rural Development Council (RDC) to elaborate an integrated delivery model for costed rural development measures and initiatives under the RDS for Ajara

UNDP has supported to establishment of RDC and developed a good working format within its members. UNDP, from its wide presence in Ajara region and through its well-developed support to Ajara Government and network of contacts within the region, it is well placed to continue to offer targeted and added value support.

The RDS for Ajara (developed by the UNDP) includes a number of 'programming' sections, including:

- Programming, scheme design and action planning
- Development of indicators and a monitoring and evaluations system
- Implementation framework, governance and institutional roles
- Financial controls and sanction
- Stakeholder engagement strategy, and
- The need for training, studies, demonstration projects and pilots

The project support will work with the RDC to develop a costed Action Plan, will go further and capture other initiatives to improve the lives of the rural population. The UNDP support will draw on recent research and field work at the municipal level to inform the RDC and help shape an evidence-based targeted action plan.

2.1.2: Production of Action Plan indicators for the RDS in Ajara

The RDS for Ajara identified two priority areas as:

- i. Enhancing farm viability and competitiveness of all types of agriculture in Ajara and promoting innovative farm technologies and sustainable management of forests, and
- ii. Promoting social inclusion, poverty reduction and economic development in rural areas

The project support will facilitate the RDC to develop measures and interventions to address the priority areas. The support will also assist in identifying measurable indicators at the project and, if appropriate, at the regional level for use in the Action Plan.

2.1.3: Facilitating Action Plan Drafting Team ensuring its compliance with good international practice and the Government's requirements

As at 1.1.3, the project support will ensure that the RDS Action Plan for Ajara complies with all necessary requirements, through the formation and management of a dedicated and professional drafting team.

Activity 2.2: Enhanced capacity within the public sector and stakeholders in Ajara AR to effectively deliver rural development policy

This result will be delivered by support to the improvement of Ajara regional policy capacities in rural development, through:

2.2.1: Liaising with the Government of Ajara to design and deliver a targeted capacity building program for staff in terms of RDS policy development, Action Plan design and delivery, and monitoring and evaluation in Ajara AR.

The support will involve needs assessments of individuals and operational units including Ministry of Agriculture, Ministry of Finance and Economy, Ministry of Education, Culture and Sport, Ajara Tourism and Resorts Agency, municipalities to target capacity building interventions and enable some measurement to be made at the end of the support on the efficacy of this activity. The support will also engage in discussion with the RDC as to its future role once the Action Plan has been signed-off. Potentially it could play an important role in monitoring and evaluation, stakeholder consultation evolving as an 'expert integrated policy group'.

The Project will apply targeted capacity development programme for institutional strengthening of the Ajara governmental agencies. The Project will pay special attention to the Ministry of Agriculture of Ajara AR in building its capacity in leading the Ajara Rural Development Strategy and Action Plan implementation. The project will draw particular attention to the capacity development of the Ministry of Agriculture of Ajara AR which will be compliant to the needs to be identified through various sectorial and institutional studies. The support will be provided to technological advancement of the agriculture sector including support to applied research and knowledge transfer to farmers to contribute to the "Priority Goal #1: Fostering Knowledge Transfer and Innovation in Agriculture, Forestry in Rural Areas" and "Priority Goal #2: Enhancing Farm Viability and Competitiveness of all Types of Agriculture in Ajara and Promoting Innovative Farm Technologies and Sustainable Management of Forests"¹⁵. Relevant capacity development programme will be based on on-job trainings and coaching approach¹⁶.

The project will draw on EU experience including the EUs Rural Development Gateway as source material for training and on-going support <http://enrd.ec.europa.eu/en/policy-in-action/cap-towards-2020/rdp-programming-2014-2020>. The Project will ensure connecting the Ajara AR and Georgian Government with EU policy makers and public agencies with each other.

Activity 2.3: Enhanced understanding and sharing of the critical success factors for effective rural development to deliver improved employment and rural conditions in rural areas through the diversification of the rural economy in Ajara

This result will be delivered by enhanced understanding of the critical success factors for effective rural development, through:

2.3.1: Facilitating the development of a monitoring framework for the delivery of target indicators for the RDS in Ajara, including baseline assessments

Prior to implementation of the Action Plan the project will facilitate the development of a monitoring framework with the RDC, which will then be used to update and inform and acquire lessons for

¹⁵ Rural Development Strategy of Ajara AR. Government of Ajara. Page 18. Government of Ajara AR. March 2016.

¹⁶ These particular activities will be implemented with Ajara AR Government cost sharing supported from UNDP and Ajara Government Project "Sustainable Agriculture in Ajara AR" in 2016-2017.

future developments including Action Plan amendments and the development of the Ajara RDS post 2020.

There have been a number of sector assessments made in Ajara in recent years, including one most recently looking at agriculture competitiveness in 2014¹⁷. The project support will build on this body of evidence to assess the feasibility of sectorial approaches through further targeted studies and through the piloting of 'rural enterprise' incentives embracing for example, processing and marketing, capacity building and value chain activities where reasonably quick returns can be evidenced from targeted support.

In addition, the project support will demonstrate the value of employing Geographic Information Systems (GIS) as a targeting and monitoring tool, enabling amongst other things multiple outcomes to be generated through a single targeted package of measures.

2.3.2: Facilitating RDC and other stakeholders' dialogue and capacity development for updating on progress delivery against target indicators

The project support will provide feedback to the RDC and update on progress, via on-site visits in the field to see the Action Plan *in action*. The specific focus of these meetings will change at each meeting to maximise learning opportunities and include:

- extent of local community involvement in local development strategies;
- the role of private sector in Local Action Groups;
- the need for advice, economic data and viability studies of rural development options
- the role of intermediaries (e.g. extension officers) in delivering and facilitating rural development in rural areas.

2.3.3: Facilitating half-yearly meetings of RDC and other stakeholders to share lessons learned, discuss and agree on solutions to improving RDS delivery and targeting of interventions

The learning gained through the quarterly meetings will be channelled through a half-yearly workshop session with a focus on improvements in the process, these outputs being shared with officials in Tbilisi. By formalising the learning of lessons of a new approach and the developed processes it is hoped that rapid learning will be acquired to build capacity and capability for the future.

2.3.4: Conducting Annual Rural Development Conference in Batumi to share understanding of critical success factors for effective rural development in Ajara and lessons for Georgia

Through a combination of the quarterly targeted site visits and the half-yearly opportunity to focus on improvements to the process, critical success factors can be identified which can be used to shape key performance indicators (KPIs) for future interventions. The factors addressed should include processes (from policy to delivery) but also human resource issues. The outcomes from these activities should lead to better and more effective processes (thereby improving public services). And ideally they should provide a template for the skills and capabilities required of an effective and trusted rural enterprise/ development adviser making things happen at the local level for the benefit of local community.

2.3.5: Piloting RD projects on the ground

Successful rural development requires a number of factors to deliver sustainable outcomes on the ground. These factors include:

¹⁷ http://www.ge.undp.org/content/dam/georgia/docs/publications/UNDP_GE_ED_Ajara_agriculture_201506.pdf

- Shared identification of needs
- Clear quantification of programme outcomes on the ground (indicators)
- Effective targeting to achieve quantified goals
- Strong linkages between the policy and interventions and operations on the ground (strong intervention logic)

Additionally, effective delivery will require support from a range of individuals and organisations including extension services, NGOs and municipal staff. These 'agents of change' who have the potential to energise rural enterprise and make things happen on the ground will require training in hard and soft skills to effectively engage with local communities, advocate rural development options, facilitate options assessment and advise on enterprise viability. Through the project, and via the RDC, it will be the intention to pilot a capacity building programme for these 'rural agents' to enable them to energise local communities and deliver innovative and sustainable rural solutions.

During the Inception phase the potential for piloting projects to demonstrate RD on the ground will be scoped and designed. The projects will be launched in 2017, with clearly articulated outcomes, identified outputs and measurable indicators. During 2018 these pilots will be actively used to demonstrate RD in practice. Potential projects will be selected from the indicative list of measures and activities shown in the RDS for Ajara, some examples of which are shown in the footnote of the results framework in section V. Relevant lessons learned will be recorded and shared with the stakeholders with the aim of facilitating replication and upscaling of good practices. Thus, the pilots will help in minimising risks related to implementation a ground RD actions, especially those which require interagency coordination for implementation.

Resources Required to Achieve the Expected Results

UNDP staff: Economic Development Team Leader and respective Programme Associate It supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The Project Assurance team will act as an objective quality monitoring agent, avoiding the potential "self-serving bias". In addition, the project assurance will verify the products' or outputs' quality. UNDP Economic Development Team Leader and Programme Associate will play the Project Assurance role.

Various Consultants will be recruited as required for provision of high level expertise in rural development, organizational capacity assessment and development measure planning and implementation as well as for implementing of rural development policy related studies, provision of technical expertise to the main national and sub-national stakeholders.

UNDP will provide operational support to the project in the following areas: human resources management services, financial services, procurement and contracting services, as well as with logistics and administration. UNDP will be responsible for the provision of all project inputs upon a formal request from the National Project Manager and Ajara Project Manager. They will provide UNDP with the necessary documents authorizing payments to be made in connection with project activities. Official summary records of all transactions will be provided by UNDP to National Project Manager and Ajara Project Manager who will in turn keep appropriate and complete records for future project auditing.

Partnerships

Successful Rural Development programming is based on strategic choices about what to support and how through:

1. a thorough analysis of the context (SWOT analysis);
2. a detailed assessment of needs;
3. the definition of priorities and areas of intervention (focus areas),
4. the choice of relevant measures,
5. the appropriate monitoring and evaluation indicators and
6. the allocation of financial resources on the basis of the expected outcomes.

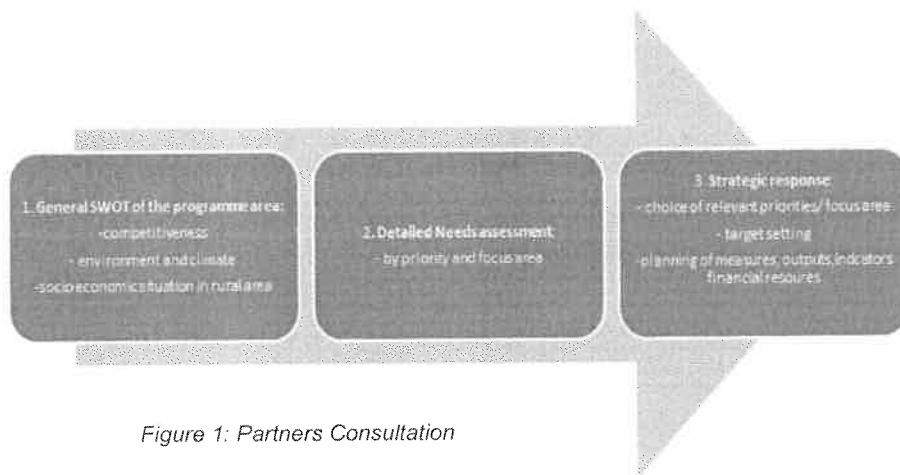


Figure 1: Partners Consultation

All of these stages will require a proactive approach to partnerships, for consultation and feedback and 3d party scrutiny as well as enabling the development of networks of learning. In the context of Georgia, the project will learn from the 3 pilot areas trialing the LEADER approach, which has involved public and private partnership activity through the Local Action Groups (LAG) mechanisms. The manner by which these pilots deliver outcomes will be a valuable learning resource for the project, particularly the definition of local priorities via the local development strategies employed by the LAGs.

There are a number of donor supported interventions in Georgia that will have a direct impact on the delivery of positive rural development outcomes, for example the development of agricultural co-operatives. The project will seek to establish how donor and partner interventions can be mapped and co-ordinated, and will seek consensus as to how such a 'platform' could be funded and operated in a sustainable way. The goal for such an approach would be open access to and transparency about donor activities, clarity about project objectives across a number of related areas and activities impacting on rural development, and potential synergies and more effective targeting of resources.

Risks and Assumptions

Risk management commences with adherence to programming logic, which presumes the following:

1. The Managing Authority and stakeholders wish the change (the achievement of the vision) based on the actual situation in the Country or Region or area.
2. The analysis of the current situation in the area in which the programme will be implemented uses area related context indicators
3. Sorting out the analysis of the current situation through the analysis of S-W-O-T (using again context indicators),
4. Identifying the most relevant needs and problems justified from the analysis of the current situation and SWOT to be addressed with interventions
5. Intervention logic linked to needs justified by the description of the situation and the SWOT and composed of what politically:
 - a) is decided to be achieved (objectives and expected effects),
 - b) how we do it (measures and actions) and
 - c) for what price (allocation of funds)
6. Setting up a monitoring and evaluation framework with indicators, including the context indicators to be used in assessing of impacts (their baseline and target values, if possible and also evaluation questions)

Establishing an effective monitoring and evaluation framework, therefore is seen as an essential pre-requisite for programme risk management, enabling lessons to be learnt about

the effectiveness of programme interventions and inform future policy design and the next programme or intervention.

On-going management of operational risks and assumptions will be delivered through the construction and regular updating of risks and issues logs, escalation of identified gaps in performance, performance reporting, minutes of meetings and Project Boards and an adequately skilled and fully resourced project management function

With regards to indicators selected:

- Context indicators shall reflect the characteristics of the rural areas, which we wish to improve
- As a consequence, the main impact indicators are often included in the list of context indicators
- Programme specific indicators may also be used as impact and result indicators
- Operational indicators are linked to/identical with output indicators

These indicator levels are reflected in the graphic below:

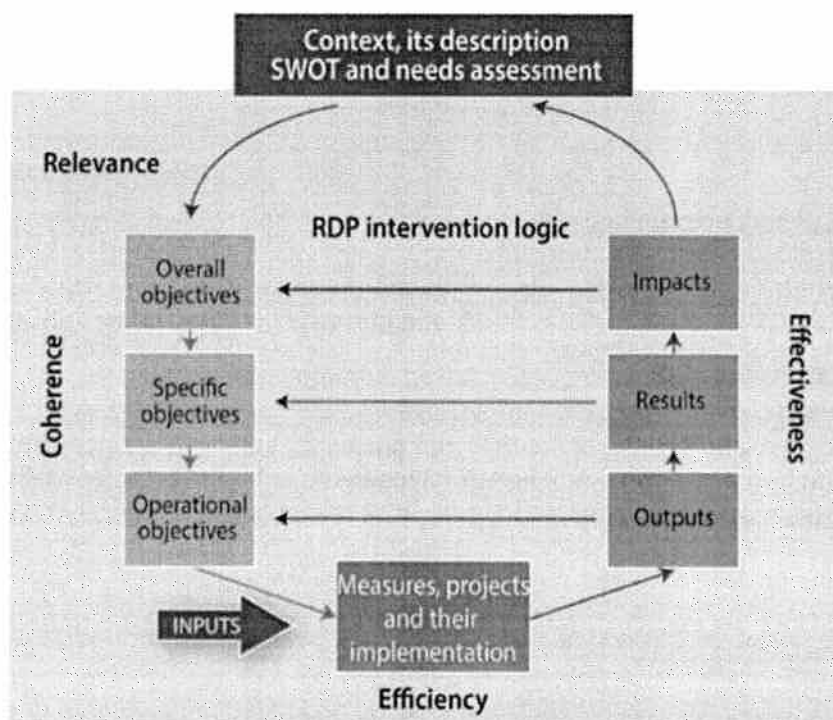


Figure 2: Intervention Logic

Stakeholder Engagement

Effective stakeholder participation is an important element that can make a significant contribution to achieving sustainable outcomes. Developing and running an effective participatory process is likely to deliver an outcome that is better supported, bought-into and built on the knowledge and experience of individuals from different backgrounds.

At the EU level, Member States are required to establish 'partnerships' with, amongst others, "...any other appropriate body representing civil society, non-governmental organisations including environmental organisations..." in the development of the national strategy plan and RDP. In addition, Member States are required to provide information to the general public and certain types of organisations on the national strategy and RDP and should "ensure the transparency of funding assistance".

Finally, the development of an axis dedicated to Leader strongly signals the priority given by the European Commission to the effective participation of a wide range of stakeholders and statutory interests in rural development programming, and provides funding to support it.

Increasingly central governments, local authorities and environmental and other agencies, including NGOs are becoming sensitive to the need for greater public participation in their day-to-day activities. This is often also prompted by legal requirements to do so. Experience shows that measures designed and implemented with the involvement of farmers and other stakeholders from a very early stage tend to be much more effective than measures drawn up by authorities and then offered to potential beneficiaries as a *fait accompli*.

Experience¹⁸ has identified that the programming approach to rural development has encouraged competent authorities to involve more than solely agricultural interests in the programming process. However, the involvement of a broader range of stakeholders, and in particular non-governmental ones, continues to lag. In particular stakeholder involvement has been generally more common in the plan preparation process than in the implementation phase e.g. "in Germany: economic, social and environmental partners participated to varying degrees in rural development programming at Federal level but performance has been poorer in the implementation stage".¹⁹

Public participation responds to the rights of individuals to be informed, consulted and to express their own views. It also provides for a 'bottom up' approach to decision-making and for enhanced social learning and responsibility. Participation offers opportunities to build trust, capacity and understanding, particularly when it is instigated at an early stage in the decision making process. Besides individual engagement, participation can be delivered by non-governmental organisations.

Transparency and timeliness of engagement is critical to a more successful rural development planning process and outcome. It is important to remember that not all stakeholders want or need to be involved at all stages of the development and implementation of programmes. However, for those who want or need to be involved, clear processes, early information about timelines and budgets to cover time and travel are often essential: "*A more systematic process of participation is needed to develop their capacity to participate effectively*".²⁰ NGOs are not always recognised as legitimate stakeholders, which can reflect a weak tradition of engagement. This situation is further exacerbated by capacity issues (e.g. knowledge, resources), and clearly limits the scope for programmes to learn from stakeholder experience as they are implemented and reviewed. Complexity in design and delivery structures, and a lack of continuity, also lead to disengagement.

Proposed Engagement Strategy: The following questions will help to ensure that effective participation of stakeholders is integrated in programming:

- How will the key rural, land management, environmental, economic and social stakeholders be identified at national / regional / local levels; and engaged in the process?
- Which steps will be put in place to ensure that the identified stakeholders can effectively be involved from the first stages of programme development, through to delivery on the ground, according to the capacity and means of each?
- What type of participation process will be used (e.g. face to face meetings, internet consultations) to engage the partners? How does this relate to the capacity of the partners selected?
- Have the partners been informed about which role, and what type of contribution is envisaged for them?
- How will the results of the stakeholder participation be communicated? How will the stakeholder input be considered and the final decision reached?

¹⁸ ELCo and Europe's Rural Futures (ERF)

¹⁹ Schubert, D. (2005) page 9 section 2.2.2

²⁰ Beaufoy, G.; Jennings, S.; Hernandez, E.; Peiteado, C. & Fuentelsaz, F. (2005) page 7 section 5

Knowledge

There are a number of knowledge products that will be produced by the project, including:

1. Guidance on establishing and running a Local Action Group.
2. Case Study material on rural enterprise.
3. An enterprise costing booklet for rural business.
4. Guidance on establishing a local small food business.
5. Guidance on establishing a rural tourism enterprise.
6. Guidance on the use of multi-media to market your business.
7. Video material showcasing examples of best practice in rural development.

Special training programme will be developed for different professionals to be involved in the policy implementation stressing on the analytical, policy planning, stakeholder engagement and other important skills. The training programme will be made available to all interested parties for delivery of the training with the aim of developing highly qualified and skilful professionals for national and sub-national institutions.

The Project will codify all used materials, methodologies and lessons learned particularly drawing on experience in Ajara to inform the national process, and will share the knowledge widely to stimulate the national application of an effective integrating mechanism.

Various baselines (the final list of which will be identified during the Inception Period) will be implemented with the aim of defining the baselines related to the National and Ajara AR Rural Development Strategies implementation related indicators, as well as capacities of the main stakeholder institutions.

Sustainability and Scaling Up

Ensuring sustainability of the project outcomes will remain the highest priority for UNDP, and this is reflected in the project strategy, which is characterised by being fully inclusive, supportive of participatory processes both at the national and regional level, with a strong emphasis on networks of learning and capacity building activities to ensure a meaningful project legacy.

The approach taken to working with the Intra-Ministerial Working Group will have a strong focus on the role of the group beyond the project life cycle considering for example a *de facto Programme Board* role, and embedding deep understanding within the group of the rural development policy landscape and how well targeted rural development interventions can make a difference to rural lives and livelihoods.

This focussed and targeted capacity and capability building is also evident in the proposed approach to stakeholders where the support will seek to formalise the role of stakeholders in the process liaising with the ENPARD Stakeholder Committee to establish appropriate approaches toward reaching out to disadvantaged, vulnerable and hard-to-reach groups.

In addition, the support will engage energetically beyond Tbilisi on consultation of the RDS. This will also embrace activity designed to elicit regional input for the Action Plan, in the form of regional chapters, ensuring regional buy-in and a more representative locally ground-truthed RDS.

While there is a focus on strategy development in the support provided, there is also a clear recognition that any strategy without a recognisable means of delivery, will struggle to have any impact. Discussion on delivery mechanisms for rural development, beyond the pilot activity, has been virtually non-existent, but the project support will engage early with this issue taking a holistic and flexible approach to what could work in Georgia. This will necessitate a national-regional dialogue and engagement with NGOs as well as state-funded institutions including the extension

service. Getting this right, and agreeing on an integrated model for delivery will be a fundamental element of the overall sustainability of the project.

The capacity building activities described herein will draw on existing EU references and will seek to develop the concept of learning networks. The Project will support the building of strong working relationships (e.g. between national and regional players) and encourage and facilitate networking as well as information sharing and knowledge transfer mechanisms. Information exchange is an important aspect of rural development operations, and the project support will seek to establish a Georgian 'place' within the wider EU network.

The Rural Development Strategies, in both Ajara and Georgia, will need to feed into their respective municipal strategies (where available), adding value to both. Municipalities, through the stakeholder engagement exercise and the development of regional chapters to inform the Action Plan for Georgia, will have a possibility (and an obligation, in fact) to reflect their strategies into the Action Plan budgets.

The project will codify all used materials, methodologies and lessons learned particularly drawing on experience in Ajara to inform the national process, and will share the knowledge widely to stimulate the national application of an effective integrating mechanism.

The project will facilitate the strengthening of participation in the reform process of those stakeholders that have been relatively passive so far. These stakeholders would include state institutions, non-governmental organizations and regular citizens. Individual line ministries have a unique role to support the MoA in guiding the regions in the development of regional input into the RDS. Establishment of regular coordination and cooperation among these ministries will be sought in all relevant areas.

Local government has the right to voice their considerations at the national level, and this is a feature of the proposed support. The project will support regional and local authorities to pursue the all-inclusive and participatory process in all stages of the strategic deliberations.

Lastly, the project will pursue all means to involve a wide range of public into the reform deliberations. This may include discussions with involvement of academia, students, people from regions and villages through means of traditional and social media, town-hall meetings and others.

Visibility

A key to the success of the proposed support is a wide public support of the proposed interventions which will be achieved by the projects' activities with sufficient media visibility. The Visibility and Communication Plan is worked out and agreed upon with the EU Delegation in Georgia (Annex 3) in order to promote media coverage at important delivery points.

The signing ceremonies of the project document, cooperation agreements with implementing partners, launching of trainings to stakeholders, etc. will be properly highlighted and communicated to local and national media.

Each entity and facility engaged into the implementation of the proposed activities will have a sign naming the donor and implementer logos and names. Presentations and public coverage will ensure where special attention will be given to the role of the EU in developing relevant institutional capacities and supporting measures for farmers.

The equipment, as well as relevant teaching and training materials, as well as certificates for graduated students will have EU insignias.

The Programme Coordinator will be primarily responsible for ensuring the distribution of press statements to the media, organizing open days and other outreach activities, thus guaranteeing proper visibility of the EC as the main donor of this project. The Programme will also receive support from the UNDP communication officer in promotional activities.

Human Rights Based Approach

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

Promoting gender equality and women's empowerment

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

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

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

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

Promoting environmental sustainability

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

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

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

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

IV. PROJECT MANAGEMENT

The Project will be implemented under the National Implementation (NIM) modality with full Country Office support. The Project will have inception phase – initial 6 months, which will result in defining more detailed work-plan, identifying the needed partnerships, TA support and define more detailed operational side of the Project (revision of work-plan and budget if needed). The Project will implement baseline surveys (especially the surveys of the main institutions' capacities) to ensure traceability of the Project's performance, quantification of the targets and results. This will help to ensure high effectiveness of the project support. The survey results will help the Project in identification a quantifiable and qualitative indicators and their reflection in consequent detailed monitoring and evaluation framework to be created during the Inception Phase (please see for more details the section "VI. Monitoring and Evaluation").

The project will be implemented by two teams and respectively will have two project offices:: one in Tbilisi and one in Batumi. National Project Manager will be recruited by UNDP according to UNDP rules, regulations and procedures as part of UNDP support to manage the project on a day-to-day basis. His/Her primary responsibility will be, jointly with the project implementation units, to ensure that the project achieves results that are capable of delivering the outputs described in this document. The National Project Manager will be in charge of requesting funds to cover project-related expenses.

The National Project Manager will be reporting periodically to UNDP on the implementation of the project. Ajara Project Team will be managed by Ajara Project Manager, who will be responsible for the management of Ajara related Output (Output #2). Ajara Project Manager will support the Project Board members and National Project Manager by communicating the progress and coordination of all efforts for ensuring the quality and timeliness of delivery of results.

The Project Office in Tbilisi will consist of National Project Manager, Chief International Advisor (part-time) in Rural Development, Capacity Development Adviser, and Administrative-Financial Assistant. The Project Office in Batumi will consist of Ajara Project Manager and Monitoring /Admin-Financial Assistant. Technical and logistical support will be provided by driver and cleaner for both teams.

Various Consultants will be recruited as required for provision of high level expertise in rural development, organizational capacity assessment and development measure planning and implementation as well as for implementing of rural development policy related studies, provision of technical expertise to the main national and sub-national stakeholders.

Project activities will be managed as close to the grass root level as is feasibly possible, in close cooperation with the regional/local administrations and private sector representatives. Namely close partnerships will be established with the IACC and the Rural Development Council of Ajara, the Ajara AR Ministry of Agriculture, the Ajara Ministry of Finance and Economy, wider stakeholder groups, NGOs delivering pilot activity, the Agroservice Centre, Batumi Business Incubator and others.

UNDP will provide operational support to the project in the following areas: human resources management services, financial services, procurement and contracting services, as well as with logistics and administration. UNDP will be responsible for the provision of all project inputs upon a formal request from the National Project Manager and Ajara Project Manager. They will provide UNDP with the necessary documents authorizing payments to be made in connection with project activities. Official summary records of all transactions will be provided by UNDP to National Project Manager and Ajara Project Manager who will in turn keep appropriate and complete records for future project auditing.

The project will be subject to UNDP policies and procedures for internal and external audit. .

V. RESULTS FRAMEWORK

<p>Intended Outcome in the Country Programme Document (2016-2020) Results and Resource Framework:</p> <p>CPD Outcome 2/UNPSD Outcome 3: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded</p> <p>Outcome indicators as stated in the Country Programme Document (2016-2020) Results and Resources Framework, including baseline and targets:</p> <p>Indicator 1. Number of new policies, systems, institutional measures at national and subnational levels to generate/strengthen employment and livelihoods Baseline (2014): 3 policies/ programmes to support private sector development, including agricultural loan programmes (Ministry of Agriculture), support for cooperatives, ICs and produce in Georgia (Ministry of Economy and Sustainable Development), EDA and GNITA programmes; Target (2020): At least 2 new policies for supporting inclusive business development, application of innovations and rural development</p> <p>Indicator 2. Unemployment rate (disaggregated by sex, youth, rural/urban); Baseline: 15 (2013); Target: 12 – Georgia 2020 target</p> <p>Indicator 3. Percentage (self) employment among vocational education (VET) graduates disaggregated by sex, people with disabilities, economic and other vulnerabilities; <i>Baseline (2015): to be confirmed in 2015; work net data, Ministry of Labour, Health and Social Affairs (MoLHSA); Target (2020): 10% increase vs. 2015</i></p> <p>Applicable Outputs from UNDP STRATEGIC PLAN 2014-17: Outcome 1. Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor & excluded/ Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods-intensive</p> <p>Title and ID (ATLAS Award ID): SUPPORT TO RURAL DEVELOPMENT IN GEORGIA (project 00087576/output 00094527-00101137)</p>	
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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2016	2017	2018	FINAL	
Output 1: (00094527) Institutional capacity in place for the development and implementation of a National policy on Rural Development in Georgia	1.1: Rural Development Policy implementation mechanisms in place	Administration of the Government of Georgia Report of the MoA of Georgia Third parties' reports	1.1: No National Rural Development Policy in place	2016	1.1 Approval of the National Rural Development Strategy	1.1 Institutional Framework for National Rural Development Policy is on place	1.1 Institutional Framework for National Rural Development Strategy is on place	1.1/ A National and subnational mechanisms for implementation of Rural Development Strategy for Georgia are in place	Method: Obtaining legal act of Government of Georgia, third parties' reports and evaluations Risk: No risk identified
	1.2: Rural Development Action Plan approved and its implementation mechanisms in place	Administration of the Government of Georgia	1.2: No Action Plan in place	2016	1.2 Draft Action Plan of the National Rural Development Strategy is developed	1.2 Action Plan of the National Rural Development Strategy is approved	1.2 Action Plan of the National Rural Development Strategy is started	1.2/ Rural Development Action Plan implementation mechanisms based on an integrated model for delivery are on place	Method: Obtaining legal act of Government of Georgia Reports of MoA of Georgia Risk: No risk identified
	1.3: Level of skills and knowledge of rural development policy and delivery mechanisms within the public sector and other stakeholders.	Special assessments (through surveys and studies) implemented by contractors	1.3: Baseline information on the capacity of the public sector is identified stakeholders will be provided in the inception period (1-6 months) including through Training Needs Assessments.	2016	1.3a Baseline study/survey for collection of information on capacity of the public sector stakeholders is performed 1.3b An Intra-Agency Coordination Council (IACC) is established to enable integrated policy decisions on RDS development	1.3a Relevant regulations, HR, financial resources, coordination mechanisms and leadership are in place)*. 1.3b The capacity of the IACC to take integrated policy decisions is enhanced through a learning and development programme	1.3a Main institutions lead the process of the RDS and its AP implementation, risk management, monitoring and evaluation in accountable and open manner*. 1.3b The IACC are enabled to undertake and deliver an informed mid-term review of the implementation of the RDS	1.3/ Enhanced capacity within the public sector and stakeholders to effectively deliver rural development policy.	Method: Results of annual reassessment of capacities of the main stakeholder institutions Risk: quality of methodology and application of the annual reassessment

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	
			Value	Year	2016	2017	2018	FINAL		
Output 2: (00101137) Institutional capacity in place for the implementation of the Rural Development Strategy in Ajara AR	2.1: Formal decree approving the Rural Development Action Plan for Ajara	Legal Act of the Government of Ajara AR	2.1: Ajara Rural Development Strategy was approved by the Government, but no Action Plan in place	2016	2.1. Ajara Rural Development Strategy Action Plan is elaborated and approved	2.1. Ajara Rural Development Strategy Action Plan is reviewed and adjusted as needed	2.1. Ajara Rural Development Strategy Action Plan is reviewed and adjusted as needed	2.1. Ajara Rural Development Strategy Action Plan for Ajara developed and adopted	Method: Obtaining legal act of Government of Georgia Risk: No risk identified	
	2.2: Level of skills and knowledge of rural development policy and delivery mechanisms within the public sector and stakeholders in Ajara AR	Special assessments (through surveys and studies) implemented by contractors	2.2: Baseline information on the capacity of the public sector and identified stakeholders will be provided in the inception period (1-6 months) through Training Needs Assessments.	2016	2.2. Baseline study/survey for collection of information on capacity of the public sector is performed	2.2. Level of skills of rural development policy and delivery within the public sector is improved	2.2. Level of skills of rural development policy and delivery within the public sector is improved	2.2/ Enhanced capacity within the public sector and stakeholders in Ajara AR to effectively deliver rural development policy.		Method: Results of annual reassessment of capacities of the main stakeholder institutions Risk: quality of methodology and application of the annual reassessment
	2.3: Level of knowledge of the critical success factors (monitoring and evaluation) for effective delivery of the Action Plan among Ajara AR public sector and relevant stakeholders	Special assessments (through surveys and studies) implemented by contractors	2.3: No evidence-based knowledge on the critical success factors (monitoring and evaluation) for effective delivery of rural development Action Plan	2016	2.3a Baseline study/survey for collection of information on knowledge of critical factors (monitoring and evaluation) among public sector and relevant stakeholders is performed 2.3b Pilot projects including TA and funding support are scoped (inception phase) and designed to demonstrate RD on the ground ²¹	2.3a Relevant financial resources, coordination mechanisms and leadership are on place)*. 2.3b Pilot projects established with clearly identified outcomes and measurable indicators	2.3a public sector and relevant stakeholders apply monitoring and evaluation mechanisms for implementation of RDS Ajara and its AP 2.3b. Pilot project and upscaling mechanism are designed for enhancement of RD impact on the ground	2.3/ Enhanced understanding of the critical success factors for effective RD to deliver improved employment and rural conditions in rural areas through the diversification of the rural economy in Ajara		Method: Results of annual reassessment of knowledge of critical success factors of the public sector and other stakeholders Risk: quality of methodology and application of the annual reassessment

* Note: The progress of indicators 3.1.a and 2.3.a will be performed primarily through application of UNDP methodology provided in the report "Measuring Capacity" (UNDP, 22 June, 2010, available at: http://www.undp.org/content/dam/undp/publications/capacity-development/undp-paper-on-measuring-capacity/UNDP_Measuring_Capacity_July_2010.pdf?download). The methodology is based on the study of good practices and methodologies applied for measuring progress of result oriented institutional capacities development practices. Other relevant methodologies will be applied as well to make the assessment traceable in terms of measurable and in terms of a set of quantifiable indicators.

²¹ Potential activities for direct support would include measures identified in the RDS for Ajara, including: Support for the establishment of a machinery ring to service small to medium sized producers; Enhancing the Extension Services and application of Rural Advisors' services; Assessing the feasibility of enhancing value chains, including establishing a collection centre (wholesale market) at municipal level through a private-public sector partnership.

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: During the Inception Phase a detailed Monitoring and Evaluation Framework will be produced, showing detailed indicators and targets for the intervention logic of the proposed activities the inputs, outputs and impacts.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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.		No (made by UNDP and Project staff)
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's policies and procedures	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		No (made by UNDP and Project staff)
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.	MoA of Georgia and Ajara AR	No (made by UNDP and Project staff)
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Project Board Members	No (made by UNDP and Project staff)
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.		No (made by UNDP and Project staff)
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.	At least-annually, and at the end of the project (final report)			No (made by UNDP and Project staff)

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Board members	No (made by UNDP and Project staff)

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Monitoring and Evaluation Matrix	N/A	Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive	CPD Outcome 2/ UNPSD Outcome 3: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded	December 2016	EU, MoA of Georgia, MoA of Ajara AR	Cost: 7,744USD Source: Project budget
Final Evaluation	N/A	Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive	CPD Outcome 2/ UNPSD Outcome 3: Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded	July 2018	EU, MoA of Georgia, MoA of Ajara AR	Cost: 24,415USD Source: Project budget

VII. MULTI-YEAR WORK PLAN

	Year 1						Year 2												
	Inception (6 months)	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Activity 1.1. Government of Georgia is supported to develop and adopt a National Rural Development Strategy for Georgia																			
1.1.1 An Interagency Coordination Council (IACC) effectively advocates supports and steers the Rural Development Policy Implementation																			
1.1.2 The ENPARD Steering Committee and the ENPARD Stakeholder Committee (EstC) is ensured with information and other support for delivery of their function																			
1.1.3 A strategy drafting team is facilitated and supported in production of the RDS ensuring its synergy with the existing sectorial strategies																			
1.1.4 National and regional consultation with private sector and CSOs is facilitated by the project in support and preparation of RDS approval																			
Activity 1.2. Government of Georgia is supported in developing Aa Rural Development Action Plan is developed and adopted based on an integrated model for delivery																			
1.2.1 The IACC has developed an integrated delivery model																			
1.2.2 Engagement of regional stakeholders is ensured and Regional Chapters developed for the RDS Action Plan																			
1.2.3 Facilitating Action Plan Drafting Team ensuring its compliance with the Government's requirements for Actions Plan taking account of sustainability, gender, diversity and climate change considerations																			
Activity 1.3. Enhanced capacity within the public sector and stakeholders to effectively deliver rural development policy																			
1.3.1 Supporting the relevant Ministry officials to design and deliver a targeted capacity building programme																			
1.3.2 Supporting the ENPARD Stakeholder Committee to design and develop a capacity building programme																			
1.3.3 Creating the conditions for an effective learning network by drawing on best practice																			
Activity 2.1. An Integrated Rural Development Action Plan for Ajara developed and adopted																			
2.1.1 The Rural Development Council (RDC) are supported to elaborate an integrated delivery model																			
2.1.2 Action Plan indicators for the RDS in Ajara are produced																			
2.1.3 The Action Plan Drafting Team are supported to ensure compliance with good international practice and the Government's requirements																			
Activity 2.2 Enhanced capacity within the public sector and stakeholders in Ajara AR to effectively deliver rural development policy																			
2.2.1 Liaising with the Government of Ajara to design and deliver a targeted capacity building program for staff																			
Activity 2.3 Enhanced understanding and sharing of the critical success factors for effective rural development																			
2.3.1 A robust monitoring framework is established to monitor the delivery of target indicators																			
2.3.2 Processes and capacity development activities are put in place to facilitate dialogue between the RDC and stakeholders'																			
2.3.3 Half-yearly meetings of the RDC are facilitated and supported by the project																			
2.3.4 An Annual Rural Development Conference in Batumi is launched																			
2.3.5 RD Projects are piloted on the ground																			

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The **Project Board** will contain the roles of executive, senior supplier and beneficiaries.

The Executive (Ministry of Agriculture of Georgia) is ultimately responsible for the project, supported by the Beneficiary and Supplier (please see the Composition of the Project Board below). The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project ensures high value for money, ensuring a cost-conscious approach to the project, balancing the demands of the Beneficiary and Supplier. For the project purposes, the Ministry of Agriculture, Georgia and the Office Government of Ajara AR will assume the Executive Role in the Board.

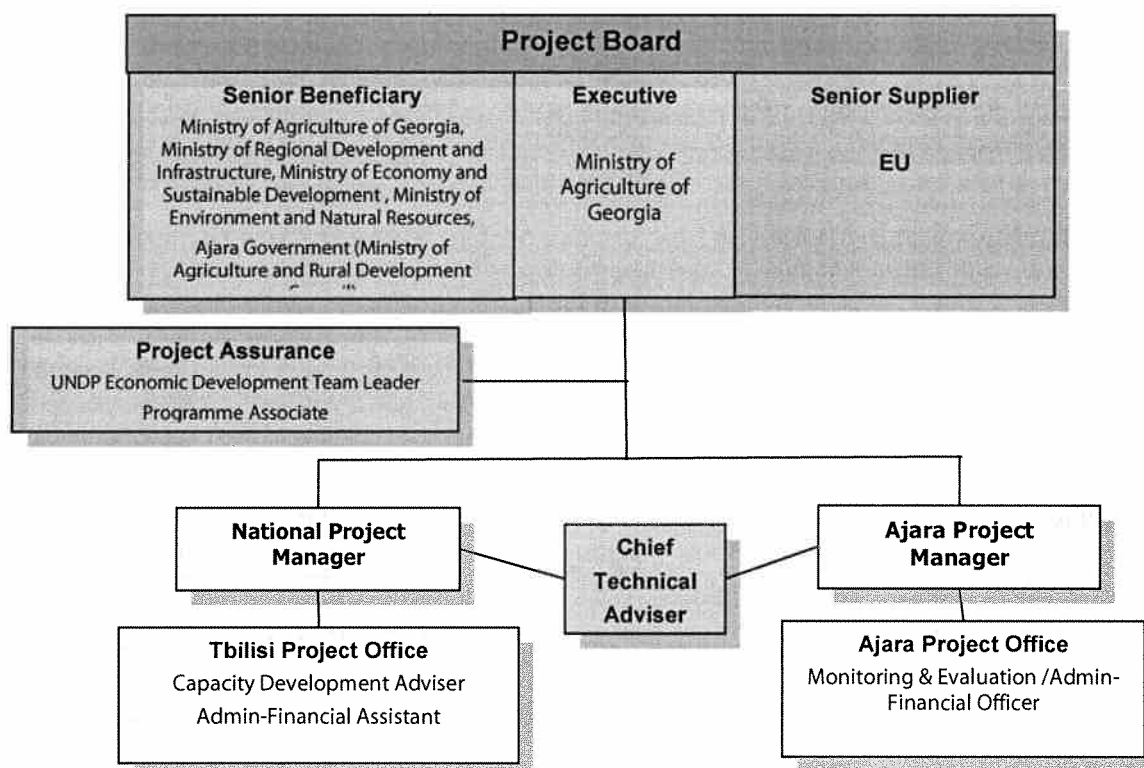
The Beneficiaries (please see the composition of the Beneficiaries in the Project Board structure below) are responsible for specification of the needs of all those who will be primarily using or benefiting from the project outputs, for user liaison with the project team and for monitoring that the solutions will meet those needs. The Beneficiary's role commits user resources and monitors project outputs against agreed requirements. The Ministry of Agriculture of Georgia and the Ministry of Agriculture of Ajara and Rural Development Council will be the main beneficiaries of this Project.

The Supplier (the European Union) represents the interests of those committing resources either financial or human to the project. The Supplier role must have the authority to commit or acquire supplier resources required. EU will perform the role of the Supplier representing the interests of the parties concerned, provides funding and technical expertise to the project, skills and guidance to produce the project outputs.

Quality Assurance is one of the key roles in the project management structure. It supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The Project Assurance team will act as an objective quality monitoring agent, avoiding the potential "self-serving bias". In addition, the project assurance will verify the products' or outputs' quality. UNDP Economic Development Team Leader and Programme Associate will play the Project Assurance role.

As per UNDP internal procedures and requirements, project activities will be steered by the **Project Board**, which will be the ultimate decision-maker for it. It will ensure that the project remains on course to deliver the desired outcomes of the required quality. The Project Board will review and clear Annual Work Plans (AWP) and annual progress achieved by the project through Annual Project Reviews based on the approved Annual Work Plans. The Project Board will meet on a bi-annual basis (more often if required). Prior to the meetings, the International Programme Coordinator will duly submit the progress report on the previous period and the plan for the next one. The Board will evaluate submitted documents and be in charge of approving plans and budgets. In addition, the International Programme Coordinator will report regularly on an informal basis to the Ministry of Agriculture of Georgia to ensure that there is full transparency and effective liaison between the project and the Ministry.

Project Board structure is presented in the chart below:



The monitoring, evaluation and review processes represent an on-going effort in order to answer the questions: “How are we doing?” and “What can we do better?” Monitoring will be carried out on a regular basis by the UNDP Programme Team.

Work Plan: the project work plan will be used to set targets for the delivery of outputs and to develop a strategy for ensuring the achievement of project objectives and the work plan will be reviewed and updated regularly by the Programme Coordinator with support of Ajara Project Manager in cooperation with key stakeholders. Performance measures will be identified to evaluate progress in implementing the project and measures will assess the effectiveness of the Project in meeting the objectives of promoting socio-economic development, rural revitalisation and poverty reduction.

Quarterly Progress Reports will be produced by the Programme Coordinator for presentation to the UNDP Country Office and the Project Board. The Progress Reports will be drafted which will reflect progress towards results, factors contributing to or impeding achievement of results and lessons learnt.

Terminal Project Report: the report will be prepared at the end of the period of implementation and will include an assessment and analysis of project performance over the reporting period, including outputs produced, constraints, lessons learnt and recommendations for avoiding key problems in future projects.

Preparation of the monitoring, evaluation and review is the responsibility of the UNDP Programme Team. The Programme Team will devise the system for project monitoring, review and evaluation. They will also allocate sufficient resources to this task and will invite outside parties to conduct the mid-term review and final evaluation.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

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

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

RISK MANAGEMENT STANDARD CLAUSES

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

ANNEXES

- 1. Risk Analysis**
- 2. Budget**
- 3. Visibility and Communication Plan**
- 4. Project Quality Assurance Report**
- 5. Social and Environmental Screening**

Annex 1. Risk Analysis

#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Management response	Owner
1	Reluctance of individual Ministries within IACC to engage in the process of RD Strategy development	1.04.2016	Operational	P = 3 I=4	Effective mobilization of IACC, including induction programme of awareness raising about RD, the importance of integrated planning to deliver sustainable outcomes for the rural population in Georgia. Will necessitate clear communication of the core RD principles and the benefits accruing. Help with advocacy with senior Government stakeholders	Project Manager/ Project Team
2	Reluctance of individual Ministries within IACC to engage in the process of RD Action Plan	1.04.2016	Operational	P = 3 I=4	As above but in close liaison with the ENPARD Steering Group	Project Manager/ Project Team
3	Reluctance of Government of Ajara through the Rural Development Council (RDC) to commit funding to the process of RD Action Plan for Ajara	1.04.2016	Operational	P = 3 I = 3	Effective and early engagement with the RDC, building on the work done to date on the RDS, and factoring in the establishment of 2 pilots in Keda and Khulo. Supporting the RDC in discussion with the Government of Ajara and Municipalities outside of the pilot areas	Project Manager/ Project Team
4	Absence of sufficient stakeholder and regional involvement in the process of RDS and Action Plan design	1.04.2016	Operational	P = 4 I = 3	Will necessitate a stakeholder engagement strategy to be formulated for the production of regional chapters to supplement the RDS	Project Manager/ Project Team

Annex 2. Budget (USD)

Project: 00087576

JUL-2016 EXRATE: 0.904

Output/Activity Budget Item Description	Atlas output	Atlas activity	Atlas account	Atlas impl partner	Unit rate	2016		2017		2018		Grand total	O/w EU	o/w Aljara	
						Units	EU	Units	EU	Units	EU				
						Aljara Gov	EU	Aljara Gov	EU	Aljara Gov	EU				
Output 1. Institutional Capacity in place for the development and implementation of a National policy on Rural Development in Georgia (output 00094527)															
ACTIVITY1 - Developing National RDS															
1.1.1 An Interagency Coordination Council (IACC) effectively advocates supports and steers the Rural Development Policy implementation	00094527	1	71300	000622		5,128.04		14,651.55	0.00	9,523.51	0.00	29,303.10	29,303.10	0.00	
1.1.2 The ENPARD Steering Committee and the ENPARD Stakeholder Committee (ESC) is ensured with information and other support for delivery of their function	00094527	1	72100	000622		2,051.22		5,860.62	0.00	3,809.40	0.00	11,721.24	11,721.24	0.00	
1.1.3 A strategy drafting team is facilitated and supported in production of the RDS ensuring its synergy with the existing sectoral strategies	00094527	1	71300	000622		0.00		19,535.40	0.00	0.00	0.00	19,535.40	19,535.40	0.00	
1.1.4 National and regional consultation with private sector and CSOs is facilitated by the project in support and preparation of RDS approval	00094527	1	71300	000622		11,965.43		19,535.40	0.00	22,221.52	0.00	53,722.35	53,722.35	0.00	
ACTIVITY2 - Developing RDS Action Plan															
1.2.1 The IACC has developed an integrated delivery model	00094527	2	71300	000622		5,730.09		14,651.55	0.00	10,641.59	0.00	31,023.23	31,023.23	0.00	
1.2.2 Engagement of regional stakeholders is ensured and Regional Chapters developed for the RDS Action Plan	00094527	2	72100	000622		29,058.90		83,025.44	0.00	53,966.54	0.00	166,050.88	166,050.88	0.00	
ACTIVITY3 - Capacity Building for NRDS delivery															
1.3.1 Relevant Ministry officials are supported to design and deliver a targeted capacity building programme	00094527	3	72100	000622		54,203.54		161,225.33	0.00	100,663.72	0.00	316,092.59	316,092.59	0.00	
1.3.2 The ENPARD Stakeholder Committee is supported to design and develop a capacity building programme	00094527	3	72100	000622		6,194.69		22,465.71	0.00	11,504.42	0.00	40,164.82	40,164.82	0.00	
1.3.3 An effective learning network is established in accordance with best practice	00094527	3	75700	000622		10,172.87		29,303.10	0.00	18,892.47	0.00	58,368.43	58,368.43	0.00	
1.3.4 A Chief Technical Adviser is in post for the provision of expertise and advice	00094527	3	71200	000622		30,768.25		87,909.29	0.00	57,141.04	0.00	175,818.58	175,818.58	0.00	
1.3.5 Baseline socio-economic studies and capacity assessments are undertaken	00094527	3	72100	000622		11,615.04		99,557.52	0.00	21,570.80	0.00	132,743.36	132,743.36	0.00	
1.3.6 On-demand consultancy funds will be provided matching pre-agreed criteria	00094527	3	71300	000622		41,024.34		117,212.39	0.00	76,188.05	0.00	234,424.78	234,424.78	0.00	
ACTIVITY4 - Management and Monitoring															
3.1 Programme Analyst (NOB VII) (12.5%)	00094527	4	61100	000622	2,930.31	1.5	4,395.46	8,790.93	0.00	2	4,395.46	0.00	17,581.86	17,581.86	0.00
3.2 Program Associate (GS X) (10%)	00094527	4	61200	000622	1,933.54	0.6	1,172.12	2,344.25	0.00	0.6	1,172.12	0.00	4,688.50	4,688.50	0.00
3.3 National Project Manager (Tbilisi)	00094527	4	71400	000622	3,321.02	6.0	19,926.11	39,852.21	0.00	6	19,926.11	0.00	79,704.42	79,704.42	0.00
3.4 Capacity Development Adviser (Tbilisi)	00094527	4	71400	000622	2,344.25	6.0	14,065.49	28,130.97	0.00	6	14,065.49	0.00	56,261.95	56,261.95	0.00
3.5 Administrative/financial Assistant (Tbilisi)	00094527	4	71400	000622	1,562.83	6.0	9,376.99	18,753.98	0.00	6	9,376.99	0.00	37,507.96	37,507.96	0.00
3.6 Driver (Tbilisi)	00094527	4	71400	000622	879.09	6.0	5,274.56	10,549.12	0.00	6	5,274.56	0.00	21,098.23	21,098.23	0.00
3.7 Cleaner (50% Tbilisi)	00094527	4	72800	000622	488.38	3.0	1,465.15	2,930.31	0.00	3	1,465.15	0.00	5,895.62	5,895.62	0.00
3.12 Computers, office equipment/maintenance (40-60%)	00094527	4	73100	000622	5,477.96	1.0	5,477.96	0.00	0.00	0.00	0.00	5,477.96	5,477.96	0.00	
3.13 Office rent/security (Tbilisi)	00094527	4	73100	000622	2,246.57	6.0	13,479.42	26,958.85	0.00	6	13,479.42	0.00	53,917.70	53,917.70	0.00
3.15 Communications (internet, telephone, etc./Tbilisi)	00094527	4	72400	000622	195.35	6.0	1,172.12	2,344.25	0.00	6	1,172.12	0.00	4,688.50	4,688.50	0.00
3.17 Utilities/Tbilisi	00094527	4	73100	000622	293.03	6.0	1,758.19	3,516.37	0.00	6	1,758.19	0.00	7,032.74	7,032.74	0.00
3.19 Office operations (stationery, etc./Tbilisi)	00094527	4	72500	000622	146.52	6.0	879.09	1,758.19	0.00	6	879.09	0.00	3,516.37	3,516.37	0.00
3.21 Travel (field trips) (30-70%)	00094527	4	71600	000622	484.09	6.0	2,904.52	5,809.05	0.00	6	2,904.52	0.00	11,618.09	11,618.09	0.00
3.22 Visibility (40-60%)	00094527	4	72100	000622	468.85	6.0	2,813.10	5,626.19	0.00	6	2,813.10	0.00	11,252.39	11,252.39	0.00
3.23 Purchase of vehicle for PU (Tbilisi) and insurance	00094527	4	73400	000622	22,465.71	1.0	22,465.71	8,204.87	0.00	0.00	0.00	22,465.71	22,465.71	0.00	
3.24 Vehicle fuel and maintenance (Tbilisi)	00094527	4	73400	000622	683.74	6.0	4,102.43	8,204.87	0.00	6	4,102.43	0.00	16,409.73	16,409.73	0.00
3.26 Monitoring and Evaluation	00094527	4	71400	000622			1,355.09	2,516.59	0.00	0.00	0.00	1,355.09	1,355.09	0.00	
Sub-total Management						112,083.32		166,086.13				166,086.13	166,086.13	0.00	
Net Sub-Total Output 1 (National)						319,995.94		993,011.36				1,644,132.80	1,644,132.80	0.00	
GMS % Output 1															
Grand Total Output 1 (00094527)						319,995.94		993,011.36				1,644,132.80	1,644,132.80	0.00	
Grand Total Output 1 (00094527)						319,995.94		993,011.36				1,644,132.80	1,644,132.80	0.00	

Output / Activity Budget Item Description	Atlas output	Atlas activity	Atlas account	Atlas Impl partner	Unit rate	2016		2017		2018		Grand total	O/w EU	o/w Ajara
						Units	EU	Units	EU	Units	EU			
						Atlas Gov	Ajara Gov	Atlas Gov	Ajara Gov	Atlas Gov	Ajara Gov			
Output 2. Institutional capacity in place for the implementation of the Rural Development Strategy in Ajara AR (output 00101137)														
ACTIVITY1- Ajara RD Action Plan														
2.1.1	00101137	1	72100	000622		5,860.62		19,535.40	0.00	8,790.93	0.00	34,116.95	34,116.95	0.00
						5,860.62		19,535.40	0.00	8,790.93	0.00	34,116.95	34,116.95	0.00
2.1.2	00101137	1	72100	000622		4,424.78		11,061.95	0.00	6,637.17	0.00	21,123.89	21,123.89	0.00
2.1.3	00101137	1	72100	000622										
ACTIVITY2- Capacity Building for Ajara RDS delivery														
2.2.1	00101137	2	72100	000622		27,123.89	84,840.28	55,309.73	41,897.97	33,185.84		110,619.47	110,619.47	126,734.26
ACTIVITY3 - Ajara RDS impact assessment														
2.3.1	00101137	3	72100	000622		21,234.96		49,546.46	0.00	31,852.43	0.00	102,433.85	102,433.85	0.00
2.3.2	00101137	3	72100	000622		7,814.16		21,559.73	0.00	11,721.24	0.00	41,095.13	41,095.13	0.00
2.3.3	00101137	3	72100	000622		3,907.08		9,767.70	0.00	5,860.62	0.00	19,535.40	19,535.40	0.00
2.3.4	00101137	3	72100	000622		3,907.08		9,767.70	0.00	5,860.62	0.00	19,535.40	19,535.40	0.00
2.3.5	00101137	3	72100	000622		46,601.77		181,581.86	0.00	69,902.65	0.00	298,086.28	298,086.28	0.00
ACTIVITY4 - Management and Monitoring														
3.1	00101137	4	61100	000622	2,930.31	1.5	4,395.46	8,790.93	0.00	1.5	4,395.46	17,581.86	17,581.86	0.00
3.2	00101137	4	61200	000622	1,953.54	0.6	1,172.12	2,344.25	0.00	0.6	1,172.12	4,668.50	4,668.50	0.00
3.8	00101137	4	71400	000622	3,321.02	6.0	19,926.11	39,852.21	0.00	6.0	19,926.11	79,704.42	79,704.42	0.00
3.9	00101137	4	71400	000622	2,148.89	6.0	12,893.36	25,786.73	0.00	6.0	12,893.36	51,571.45	51,571.45	0.00
3.1	00101137	4	71400	000622	879.09	6.0	5,274.56	10,549.12	0.00	6.0	5,274.56	21,098.23	21,098.23	0.00
3.11	00101137	4	71400	000622	488.38	3.0	1,465.15	2,930.31	0.00	3.0	1,465.15	5,860.62	5,860.62	0.00
3.12	00101137	4	72800	000622	3,651.97	1.0	3,651.97		0.00	1.0	3,651.97	3,651.97	3,651.97	0.00
3.16	00101137	4	73100	000622	976.77	6.0	5,860.62	11,721.24	0.00	6.0	5,860.62	23,442.48	23,442.48	0.00
3.18	00101137	4	72400	000622	146.52	6.0	879.09	1,758.19	0.00	6.0	879.09	3,516.37	3,516.37	0.00
3.20	00101137	4	73100	000622	195.35	6.0	1,172.12	2,344.25	0.00	6.0	1,172.12	4,668.50	4,668.50	0.00
3.21	00101137	4	72500	000622	97.68	6.0	586.06	1,172.12	0.00	6.0	586.06	2,344.25	2,344.25	0.00
3.22	00101137	4	71600	000622	207.47	6.0	1,244.80	2,489.59	0.00	6.0	1,244.80	4,979.18	4,979.18	0.00
3.25	00101137	4	72100	000622	312.57	6.0	1,875.40	3,750.80	0.00	6.0	1,875.40	7,501.59	7,501.59	0.00
3.26	00101137	4	73400	000622	488.38	6.0	2,930.31	5,860.62	0.00	6.0	2,930.31	11,721.24	11,721.24	0.00
								12,209.62	0.00	12,209.62	0.00	16,078.26	16,078.26	0.00
								121,671.52	0.00	71,886.80	0.00	254,230.92	254,230.92	0.00
								186,609.55	84,840.28	41,897.97	254,230.92	1,067,172.49	940,434.23	126,734.26
								13,062.67	5,938.82	2,932.86	17,934.11	74,702.07	65,830.40	8,871.68
								189,672.22	90,779.10	44,830.83	275,281.34	1,141,874.55	1,006,244.63	135,629.93
GRAND TOTAL Net (00094327-00101137)														
								506,405.49	1,342,356.87	41,897.97	735,604.67	2,626,465.01	2,564,567.03	41,897.97
								35,462.38	83,964.98	2,932.86	51,492.33	183,852.55	180,919.69	2,932.86
								542,067.87	1,426,321.85	44,830.83	787,097.00	2,710,317.56	2,745,486.73	44,830.83
Budget calculated per UN official exchange rate for Jul-2016: 0.904; in accordance with FAFA exchange rate will be from date when EC funds recorded in UN accounts														

	EUR	USD	UNXRATE (Jul16)
EU	2,500,000.00	2,765,486.73	
UNDP	122,591.38	135,609.93	0.904
TOTAL	2,622,591.38	2,901,096.66	

**COMMUNICATION AND VISIBILITY PLAN FOR THE PROJECT:
SUPPORT TO RURAL DEVELOPMENT IN GEORGIA**

A- Objectives**1. Overall communication objectives:**

1. To facilitate and ensure public awareness of and support to the national rural development policy.
2. To promote project activities ensuring national and international visibility of the undertaken interventions as well as the roles of the European Union, UNDP, implementing partners and target institutions.
3. To communicate achievements and results of the project in a strategic, transparent and consistency manner targeting key audiences and applying all major information channels, including for the mainstream and social media, public campaigns and corporate information resources.

2. Target groups

1. Local communities
2. National and local governments
3. Civil society, grass route and community organisations
4. International partners
5. General public
6. National and international media

3. Specific objectives for each target group, related to the action's objectives and the phases of the project cycle

	Target Group	Objective
1	Local communities	Raise awareness of the national rural policies. Raise awareness of the project activities. Facilitate active engagement in the action. Communicate and promote the roles of the European Union
2	National and local governments	Raise awareness of the project activities. Facilitate active engagement in the action. Communicate and promote the roles of the European Union
3	Civil society, grass route and community organisations	Raise awareness of the project activities. Facilitate active engagement in the action. Communicate and promote the roles of the European Union
4	International partners	Raise awareness of the project activities. Communicate and promote the roles of the European Union the Organisation.
5	General public	Raise awareness of the national rural policies. Raise awareness of the project activities. Communicate and promote the roles of the European Union
6	National and international media	Raise awareness of the national rural policies. Raise awareness of the project activities. Communicate and promote the roles of the European Union. Facilitate qualified and comprehensive coverage of the project activities.

B- Communication Activities

4. Main activities that will take place during the period covered by the communication and visibility plan

The project team will develop a comprehensive communications and visibility plan that will cover the implementation cycle and will be tailor-made for specific activities undertaken within the project. The implementation of the communications and visibility plan will be undertaken by the project team with substantial support from the UNDP Communications Unit in Georgia.

The communications and visibility plan will include the following key elements:

1. Development of a project-related **branding package** in line with the Joint visibility Guidelines for EC-UN Actions in the field²² (logos, stationery, templates for publications, signs and media kits)
2. Tentative **calendar of events** to be adjusted and specified throughout the project cycle: launch and signing ceremonies, high-level site visits, commemoration of specific dates, presentations of results.
3. Tentative **calendar of public campaigns** to be adjusted and specified throughout the project cycle: media tours to the project venues, social media campaigns, development of success stories (feature articles, blogs, documentaries).
4. **Events:** signing ceremonies, presentations, presentations and so on
5. **Social media:** special Facebook page with consolidated information on the progress of the Project activities and announcements for opportunities for various stakeholders and professionals as well for announcement. The Facebook page will serve as the Platform for the exchange of opinions and discussion (blogging and so on) on Rural Development issues and context
6. **Physical signs and boards:** the project materials, training materials and publications, as well as the target agencies will have special signs reflecting EU and ENPARD visibility.

5. Communication tools chosen

1. **Public events and media opportunities**, including for the launch and signing ceremonies and presentation of intermediate and final results.
2. **Media campaigns**, including for press conferences, targeted interviews to the national and local media outlets, tailor-made media projects (print articles, TV shows, blogs) and media tours to the project sites.
3. **Social media campaigns** at the relevant social media platforms: corporate channels of UNDP in Georgia (Facebook, Twitter, YouTube), corporate channels of the European Union in Georgia (Facebook, Twitter), social media channels of the project partners and implementing agencies (local and national governments, civil society). In addition, the project will open a specific Facebook page to follow and promote its activities.
4. **Regular updates about the project activities** at the UNDP's public website in Georgia.
5. **Multimedia products (photos, videos)** to illustrate project activities, get channeled to the media and applied in publications, web resources and other visibility materials.
6. **Distinguished visual and verbal branding** of the project to shape the release of any public information and safeguard appropriate visibility of the European Union and UNDP.

²² <https://ec.europa.eu/europeaid/node/45481>

6. Completion of the communication objectives

Communications Tool	Measurement Indicators
Public events and media opportunities	Number of events and media occasions per time unit (month, year)
Media campaigns	Media hits per time unit, clippings and quotes
Social media campaigns	Statistics of outreach, followers/likes, views
Regular updates on the web	Number of posted web items (press releases, photo/video stories, articles, blogs)
Multimedia products (photos, videos)	Number of photo collections and videos. Details of circulation and outreach.
Distinguished visual and verbal branding	Print and electronic templates, text of disclaimers and acknowledgements

7. Provisions for feedback (when applicable)

The project team will regularly solicit feedback from the beneficiaries, partners and media representatives to monitor the efficiency and impact of the communications activities and introduce respective changes wherever needed.

C- Resources

8. Human Resources

- Project Manager supported by the Project Staff – 20 days per year;
- UNDP Communications Analyst: 20 days per year

9. Financial resources

Budget required to implement the communication activities is Euro 16,953 (1% of the Project total budget).