

## Management Response

Final Evaluation (January 2012 – November 2014)

### UN Joint Programme to Enhance Gender Equality in Georgia

#### Overall comments:

The final evaluation of the UN Joint Programme to Enhance Gender Equality in Georgia (UNJP) provided a good assessment of the strategies used in the UN Joint Program to Enhance Gender Equality in Georgia. Strategies rated as successful will continue to be applied in the UNJP taking into account all of the recommendations under the final evaluation report.

Specifically, the recommendations have been taken into consideration in drafting the project document for the UN Joint Project to Enhance Gender Equality in Georgia, Phase II (hereinafter referred to as the “UNJP II”) – a five year continuation of the UNJP also implemented by UNDP, UN Women and UNFPA due to be launched by the end of 2015 or the beginning of 2016.. Under the phase II UNDP will continue to focus on the political and economic empowerment, UN Women - on Elimination of Violence Against Women and Girls (EVAWG) and UNFPA - on supporting advancing gender equality and reproductive rights, including for the most vulnerable women, adolescents and youth.

**Evaluation recommendation 1:** A future UNJP should be more explicit on the theory of change bringing the components together, and the potential of the joint approach needs to be spelled out clearer; all staff needs to buy into the joint approach. As part of building domestic ownership and the capacity of the national institutions participating in the Steering Committee, the next UNJP needs to involve the Georgian counterparts actively into the programme design phase, including in the formulation of the theory of change underpinning the programme.

#### Management response

UN Agencies are in agreement with this recommendation and integrated it into the UNJP II proposal

Key Actions	Timeframe	Responsible unit	Tracking	
			Status	Comments
A theory of change for the UNJP II has been developed in consultation with state and non-state partners and included in the proposal submitted to the Government of Sweden.	May 2015	UNDP, UN Women, UNFPA; UNJP Project Implementation Units	Programme document submitted and the approval is pending	The partners include: Gender Equality Council; PM Advisor on HR and Gender; CSRDG, MSPA, AWFK, Secretariat for the Human Rights Inter-Agency Council,

				Interagency Coordination Council Implementing Measures to Eliminate Domestic Violence, Public Defender's Office (PDO), Ministry of Education and Science (MoES), Ministry of Sport and Youth Affairs (MoYS), Ministry of Labour, Health and Social Affairs (MoLHSA), State Fund for Protection and Assistance of Victims of Human Trafficking and Domestic Violence (State Fund), Teachers' Professional Development Centre, CSO-s including women's and Youth NGOs; media
In response to the recommendation on the UNJP staff buying into the joint approach, the main objectives, theory of change and coordination for the UNJP II was drafted during joint sessions of UNJP Coordination Team and the three Project Implementation Units.	May 2015	UNDP, UN Women, UNFPA; Coordination Team and UNJP Project Implementation Units	Programme document submitted and the approval is pending	
The UNJP II joint approach and coordination to be further strengthened through the introduction of the function of a Convening Agent (to be performed per the pre-agreed	2016-2021	UNDP, UN Women, UNFPA; Coordination Team ; Project	Programme document submitted and the approval is	

<p>UNJP II in the new project document, the areas of joint implementation:</p> <ul style="list-style-type: none"> <li>○ Research;</li> <li>○ Advocacy and Policy Advice;</li> <li>○ Capacity Development;</li> <li>○ Communications and Awareness Raising;</li> </ul>		<p>Component Managers to be hired for UNJP II</p>	<p>pending</p>	
<p><b>Evaluation recommendation 2:</b> There needs to be a clearer strategic approach on how to involve ethnic and religious minorities in a future UNJP and how to account for their involvement beyond a formal commitment in the Programme Document;</p>				
<p><b>Management response</b> UNJP is in agreement with this recommendation and integrated it into the UNJP II proposal</p>				
Key Actions	Timeframe	Responsible unit	Tracking	
			Status	Comments
<p>UNDP will continue to work in the target regions – Tbilisi, Kakheti and Samegrelo. UNDP will ensure inclusive approach towards ethnic, religious or sexual minority women in all activities. Attempts to engage ethnic and religious minority women in community mobilization activity were not successful in minority villages of Kakheti, since rural women refrained from involvement in local activism due to the lack of interest as stated in introductory meetings. However, within the Economic component, UNDP will support VET institutions and target communities in attracting women from religious and ethnic minorities, as well as victims of Gender-based</p>	<p>2016-2021</p>	<p>Project Component Manager will be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	

<p>IV. Regions are Tbilisi, Samegrelo and Kakheti. The Kakheti region is densely populated by ethnic (Kisti and Chechen) and religious (Muslim) minorities, where UN Women will work with local self-government and civil society to promote zero tolerance towards violence against women and domestic violence phenomena. UNJP II will further develop capacities of civil society and government partners in these regions to better meet the needs of victims/survivors of Violence Against Women and Girls (VAWG).</p>	<p>2016-2021</p>	<p>Project Component Manager to be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	
<p>Within UNJP II, UNFPA will be working with ethnic and religious minorities in Tbilisi, Samegrelo and Kakheti target regions on various issues, including - but not limited to - Early Marriages. Moreover, youth will be a special priority for UNFPA Georgia and will therefore involve all the relevant groups without discrimination. UNFPA will also allocate core resources for working with FBOs thus strengthening the interventions planned under UNJP II.</p>	<p>2016-2021</p>	<p>Project Component Manager to be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	
<p><b>Evaluation recommendation 3:</b> A future UNJP should make clear its position on “gender”, and be clear on how it focuses explicitly on certain target groups, while pursuing the work with other groups in a more implicit manner, for example the work with the LGBT community;</p>				
<p><b>Management response</b> UNJP is in agreement with this recommendation and integrated it into the UNJP II proposal</p>				

	Timeframe	Responsible unit	Tracking	
			Status	Comments
UNDP plans to increase its involvement with the Human Rights Inter-Agency Commission (HRIAC) on implementation of the Gender Chapter of the Human Rights National Action Plan (HR NAP), which includes separate section on fight against discrimination on the basis of sexual orientation and gender identity.	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
In UNJP II, UN Women will continue strengthening of the capacities of key policy and service delivery institutions to promote and protect women's human rights to life free from sexual and domestic violence. In these efforts, special emphasis will be made on integration of the needs and priorities of the LGBTI persons in the capacity development interventions of the service providers (the staff of shelters, hotline, law-enforcement, and social workers).	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
In UNJP II, UNFPA will be working on youth empowerment and sustainable development irrespective of their sex, gender, ethnicity, and/or religious beliefs. Youth from LGBT community will be involved in all the relevant initiatives without any discrimination. Throughout the UN JP II UNFPA will continue to support strengthening Health system response to DV/VAW, including through	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	

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service programming interventions the needs of LGBT community will be integrated.				
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**Evaluation recommendation 4:** The “pilot approach” to outputs and activities within outputs needs to be more clearly thought through. Guiding parameters have to be whether and how pilots created are really of a critical scale and are likely to generate sufficient ownership to serve as examples for replication country-wide;

**Management response**  
UNJP is in agreement with this recommendation and integrated it into the UNJP II proposal

Key Actions	Timeframe	Responsible unit	Tracking	
			Status	Comments
<p>UNDP has applied the “pilot approach” to few activities within the current UNJP and in Phase II plans to build on and expand on the results.</p> <p>UNDP has a broad mandate of supporting the implementation of the Gender Equality National Action Plan (GE NAP), which implies assisting various government agencies that express desire in focusing on gender equality activities. Under the current UNJP, UNDP piloted engagement of Judiciary and the Civil Service Bureau.</p> <p>All pilots within the economic empowerment component are also thought to be upscaled and consolidated with the state-supported programmes.</p> <p>In the UNJP II UNDP will strategically consider any new initiatives from the scale and</p>	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	

<p>agencies, UNJP will follow up on the work with the Journalistic Faculties at Universities and Institutes to create a stand-alone course on sensitive reporting.</p>				
<p>Domestic violence crisis centers is the only service that UN Women will continue to pilot in the UNJP II. At the same time, the UNJP II UN Women will continue advocacy work with the government to support establishment of domestic violence crisis centers from state budget as such centers are essential elements of the victim protection and support system also foreseen by Georgia's Domestic Violence Law.</p>	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
<p>Certain activities carried out by UNFPA within the UNJP Phase I proved the need of replication as well as expansion in Phase II of the Programme.</p> <p>Pilot project "My Rights" implemented within UNJP Phase I has already turned into the initiative taken up by the MoES through reviewing the National Education Plan and various subjects for integrating healthy lifestyle and Sexual and Reproductive Health (SRH) issues in formal education system. UNFPA will continue working with the MoES in this regard, which is already reflected in</p>	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	

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In addition, UNFPA will work with the pilot sites for putting the guideline on health care response to DV/VAW into practice and will advocate for government taking the lead in replicating the results nationwide.

UNFPA will replicate also Men Talking to Men (MTM) sessions and expand the awareness raising campaign for male involvement in a more global campaign to attain greater gender equality.

**Evaluation recommendation 5:** A future project should consider consolidation of activities as opposed to the currently considered extension to other regions of Georgia. This concerns in particular the economic empowerment activities within the UNDP sub-component of the UNJP. The UN should explore where they can best add value, which might be *normative* concerns such as property rights issues that affect women, or advocacy for gender mainstreaming in existing national programmes for economic development, including such programmes that provide access to credit for women. Existing networks should be used to spread awareness about and to create demand for the opportunities available. The economic empowerment activities need to be examined critically to avoid gender stereotyping.

**Management response:** UNJP is in agreement with this recommendation and integrated it into the UNJP II proposal

In the UNJP II proposal the agencies agreed to remain within the current target regions. The recommendation has been fully considered and activities related to economic empowerment will be elevated to include the policy level interventions that will ensure scaling of the pilot initiatives. The activities are being revised to exclude any possibility of gender stereotyping.

2016-2021

Project Component Manager to be hired for UNJP II

Programme document submitted and the approval is pending



<p>ies to the UNJP II proposal. The focus will remain on Tbilisi, Samegrelo and Kakheti regions.</p>	<p>May 2015</p>	<p>UNJP Programme Management Unit</p>	<p>Done. Programme document submitted and the approval is pending</p>	
<p>Under UNJP II, UN Women will work closely with UNDP to ensure placement of the victims/survivors of sexual and domestic violence in UNDP supported vocational education programs.</p>	<p>2016-2021</p>	<p>Project Component Manager to be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	
<p>Within the scope of UNJP, UNFPA, together with UNDP and UN Women, will work in three target regions – Tbilisi, Samegrelo and Kakheti regions. UNFPA will implement various initiatives with the direct cooperation with UNDP and UN Women, including - but not limited to - conducting researches, policy advocacy, etc. As already envisaged in UNJP Phase II proposal, agencies will try to target the same beneficiaries to the possible extent in order to maximize the impact. Thus, for instance, sportsmen engaged in UN Women awareness raising initiatives will also be involved in the MTM training sessions. Also, the target groups of each of the components are planned to be targeted by other agencies within the scope of their initiatives (to the extent possible) in order to maximize the impact.</p>	<p>2016-2021</p>	<p>Project Component Manager to be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	

...components must work towards diminishing the dependence of their partners, including UNJP resources. UN Women in particular is aware that it needs to continue its advocacy work to ensure that UNJP resources do not continue to fund services that should be paid out of the state budget;

**Management response:** UNJP is in agreement with this recommendation and integrated it into the UNJP II proposal

Key Actions	Timeframe	Responsible unit	Tracking	
			Status	Comments
<p>UNDP does not support any specific services that should be funded by the state budget.</p> <p>UNJP, as part of the larger UN effort continues to advocate for strengthening GE institutional mechanisms in legislature and executive branch that should promote the sustainability. Lack of budgetary support, however, remains a pending challenge both for the Gender Equality Council (GEC) at the Parliament and the HRIAC Secretariat in the Government.</p>	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
<p>Within UNJP II, gender equality topics will be added to already existing course on domestic violence (developed with UNJP I support) of the curricula of Police Academy of the Ministry of Internal Affairs of Georgia.</p>	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
<p>With UNJP II support, Georgian Bar Association (GBA) will institutionalize SGBV education for lawyers through incorporating the SGBV training module into the mandatory Continuous Legal Education System (CLE) (in addition to already</p>	2016-2017	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	

<p>or the victims/survivors of domestic violence to be established by UNJP will be taken over by the state budget after the phase out of UNJP II— as it has been the case with the first four shelters established with UNJP I support.</p>	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
<p>As part of the efforts to enhance sustainability, the UNJP II will develop a phase-out strategy based on the findings of the programme mid-term review. The strategy will be discussed and agreed with programme partners and stakeholders to make sure that each party is well aware of its role and ready to undertake further responsibilities once the project is over.</p>	2016-2017	UNDP, UN Women, UNFPA project coordination team; Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
<p>In UNJP Phase II, UNFPA will be closely cooperating with several institutions, such as MoES, MoLHSA, PDO. All the activities planned for strengthening institutions are envisaged to be sustainable by considering a clear phase-out strategy and ultimately handing over initiatives to the relevant institutions. During the programme implementation UNFPA will support their capacity development to strengthen ownership and proceeding with the initiated work without further assistance.</p>	2016-2017	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	

**Evaluation recommendation 7:** With limited resources available, all parts of the UNJP should be strategic, and the need to fund

should be re-appraised in a future phase of the programme;

FPA partially agree with the recommendation considering it in UNJP Phase II proposal.

UN Women rejected this recommendation as it is not relevant for the findings of the evaluation in relation to the component.

Key Actions	Timeframe	Responsible unit	Tracking	
			Status	Comments
<p>In 2014 UNDP supported an NGO Forum of Women and GE organizations. The intention was to support an initiative of local organizations to unify around specific issues. However, the Forum did not continue and became a one-time event, since no follow-up funding could be provided. UNJP II does not plan any additional support for strengthening the Forum as it may not prove the sustainable initiative.</p> <p>In the upcoming UNJP II, UNDP will continue to strategically review any new opportunities during the implementation of Phase II.</p>	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
<p>Considering the limited resources, certain activities conducted by UNFPA has only been piloted with the assumption of their future upscaling based on the results achieved through pilots. However, each of those activities were planned and implemented in light of supporting future sustainability. Thus, trainings of journalists on sensitive reporting have laid ground to the UNDP-UN Women-UNFPA joint effort of proposing a curriculum to the higher educational institutions on the</p>	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	

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<p>on the of the local organizations to carry on activism on the agenda promoted by UNJP; examples include <i>Youth Development Centre–XXI</i>, Sagarejo, actively involved in Youth activities; <i>Centre for Civil Activities</i>, Gurjaani, being active in Human Rights and Gender issues. Considering the scale of the UNJP Phase II, no one-off activity is envisaged by the new proposal, rather it will be building on the results achieved through UNJP Phase I and expanding those further.</p>				
<p><b>Evaluation recommendation 8:</b> UNJP should review its partnerships and open up to potentially new domestic actors in Georgia who could carry the gender equality debate forward independently of the UN</p>				
<p><b>Management response:</b> UNJP is in agreement with this recommendation and integrated it into the UNJP II proposal</p>				
<p>UNDP is open to new partnerships with governmental agencies focusing on GE (e.g. Civil Service Bureau, Judiciary, etc.). Within the current UNJP, UNDP pre-defined very few partners and during implementation associated with numerous organizations both in the government (Ministry of Agriculture, Ministry of Regional Development and Infrastructure) and civil society. The primary focus of interventions remains gender analysis of draft laws and regulations and introduction of gender mainstreaming in the overall public administration reform.</p>	<p>2016-2021</p>	<p>Project Component Manager to be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	

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groups/associations were established. UNDP intends to partner with these groups, especially in activities related to scaling up economic empowerment component including in the regions.				
After the review of existing partnerships, UN Women intends to partner with organization that specializes on the rights of sexual minorities as one of its responsible parties to the UNJP II.	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
After the review of existing partnerships, UN Women to work closer with the state Legal Aid Service (LAS) to enhance their capacities in the area of violence against women and girls.	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
Within UNJP Phase II, UNFPA will support all national partners to carry on the agenda promoted by the Programme. New national partner organization(s) include: Public Defender's Office to collaborate on integration of Reproductive Rights monitoring into the National Human Rights Monitoring system; the NGO We Care to collaborate on promoting male involvement for attaining greater gender equality.	2016-2021	Project Component Manager to be hired for UNJP II	Programme document submitted and the approval is pending	
<b>Evaluation recommendation 9:</b> Given that the groundwork is laid with regards to data collection on instances of domestic violence, the UNJP should build the authorities' capacities to use this data to inform the design of domestic responses and policies				

Recommendation and integrated it into the UNJP II proposal

<p>In order to support the government in organizing the exchange of DV-related data among relevant government agencies, UN Women under the UNJP II will cooperate with the DV Council and the National Statistics Office of Georgia (GEOSTAT) to develop a comprehensive statistical database on domestic violence and sexual violence in line with the UNECE minimum gender indicators related to VAWG/DV on the one hand to inform policy development, including VAWG/DV national action plan and related documents and on the other hand to ensure data comparability across sectors and countries.</p>	<p>2016-2021</p>	<p>Project Component Manager to be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	
<p>Within the framework of the UNJP Phase II UNFPA is planning to strengthen Health system response to DV/VAW, including for generating the reliable data, supporting coordination and exchange with relevant authorities – DV Council, GEOSTAT, National Centre for Disease Control and Public Health (NCDC&amp;PH) etc. and using these data for assessment of current services, as well as for planning further refinement of the National Response to DV/VAW.</p>	<p>2016-2021</p>	<p>Project Component Manager to be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	

**Evaluation recommendation 10:** Consider making aspects of the UNJP more efficient, for example through the introduction of a

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on, which should be included in the funding proposal for the next phase of the programme.

ive the collection of evidence on key programme assumptions, such as that greater

awareness indeed leads to increased realization of the individual's rights;

**Management response:** UNJP is in agreement with this recommendation and integrated it into the UNJP II proposal

<p>Each agency's work under the UNJP II will be monitored throughout its duration and evaluated in accordance with the UN Partnership for Sustainable Development UNPSD - a five-year framework for UN assistance to the Government of Georgia - M&amp;E plan.</p> <p>In addition, the programme specific , joint, monitoring and evaluation plan will be developed. The joint M&amp;E specialist will be recruited for this purpose</p>	<p>2016-2021</p>	<p>UNDP, UN Women, UNFPA project coordination team;</p> <p>UNJP II Programme Management Unit</p>	<p>Programme document submitted and the approval is pending</p>	
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<p>me will lifetime.</p> <p>The mid-term and final evaluations will be carried out after two years and in the last year of the UNJP implementation, respectively. The mid-term evaluation will collect feedback from stakeholders – partners and beneficiaries, analyze the results achieved and challenges encountered, adjust implementation modalities as needed and incorporate changes throughout the program components. Consequently, the final evaluation will summarize the results and achievements, as well as the challenges met and overcome.</p>	<p>2018, 2020</p>	<p>UNDP, UN Women, UNFPA project coordination team;</p>	<p>Programme document submitted and the approval is pending</p>	
<p><b>Evaluation recommendation 11:</b> The UNJP should consider a more integrated approach to reporting, and which would consolidate reflection (and learning) on the achievements at programme level, as opposed to the current reporting at sub-component level.</p>				
<p><b>Management response:</b> UNJP is in agreement with this recommendation and will consider it into the UNJP II</p>				
<p>The results of monitoring UNJP activities within UNJP II as well as reports on its implementation will be presented to the Programme Steering Committee by the Project Implementation Units and summarized in form of annual progress reports. UN Women as the Convening Agent of UNJP II will play an instrumental role in the consolidation of reflections and lessons learnt from the implementation of the UNJP II. The Steering Committee will carry out annual reviews of the implementation</p>	<p>2016-2021</p>	<p>UNDP, UN Women, UNFPA project coordination team;</p> <p>Project Component Manager to be hired for UNJP II</p>	<p>Programme document submitted and the approval is pending</p>	



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