

The Rural Development Strategy of Georgia 2017-2020 and Action Plan 2018-2020

Common Monitoring and Evaluation System

Tbilisi, Georgia

2017

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Common Monitoring and Evaluation System

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Introduction

The Government of Georgia has developed a Rural Development Strategy 2017-2020 and a Detailed Action Plan 2017, which are being implemented by Ministry of Environmental Protection and Agriculture of Georgia. The Rural Development Strategy aims at ensuring the constant improvement of the quality of life, and the social conditions of the rural population, based on a combination of increased economic opportunities, more accessible social benefits, a rich cultural life, environmental protection and the sustainable management of natural resources. Several priority measures, objectives and the action plan for 2017 have been determined for the implementation of the strategic vision.

Georgia's four-year Rural Development strategy introduces a new policy and agenda for the establishment of a new vision for rural development, and aims to ensure that Georgia's villages are not only spaces for agricultural activity, but spaces where non-agricultural, social and cultural developments can flourish. The new approach to rural development combines the development of various industry-specific and sectoral trends for the creation of a better living environment for rural residents. The Rural Development Strategy enables us to see the development of Georgian villages in a holistic manner. The European Union has been implementing the rural development policy since 2000, where the detailed overview of the Common Monitoring and Evaluation System for the rural development policy is given, which determines outcome and output level indicators together with the target indicators, to clearly demonstrate the results and the achievements of the policy implementation, as well as what should be improved during designing and planning process of the new policy.

The Inter-Agency Coordinating Council, chaired by the First Deputy Minister of Environmental Protection and Agriculture, is a coordinating authority for the Rural Development Process in Georgia. Monitoring and Evaluation is a constituent part of the document of the Rural Development Strategy of Georgia 2017-2020. A common monitoring and evaluation system must ensure the supervision and evaluation of the implementation of the vision, priorities, objectives, and activities specified in the Strategy and the Action Plan, timely detect existing challenges and delays in order to make, prompt and purposeful decisions. In addition, the goal of the system is to evaluate how the activities within the action plan have conditioned the achievement of priorities, objectives and the ultimate goal and whether or not the activities were chosen correctly in achieving the desired results and change. A Common Monitoring and Evaluation System is the handbook for the agencies responsible for the implementation of the action plan.

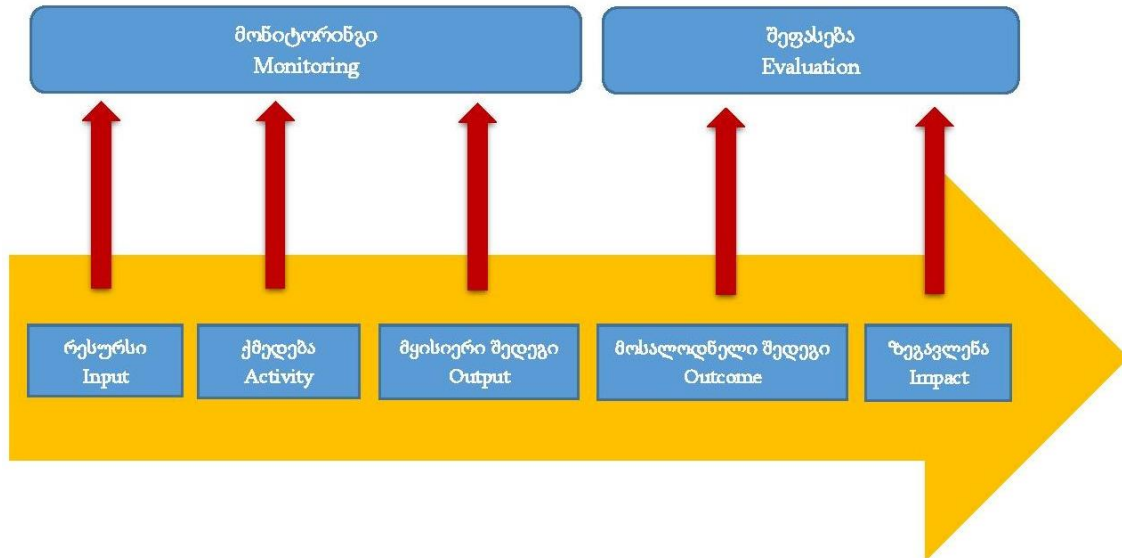
According to Chapter 10 "Agriculture and Rural Development" of the EU-Georgia Association Agreement signed on June 27, 2014, Georgia shall bring rural and agricultural development in line with EU policy and best practices and draw the Georgian legislature closer to Europe's, as well as support the enhancement of the administrative capacities at the central and local level to plan, evaluate, implement and enforce policies in accordance with EU norms. "The Parties shall cooperate to promote agricultural and rural development, in particular through progressive convergence of policies and legislation" (Association Agreement, Article 333)¹.

¹The Rural Development Strategy of Georgia for 2017-2020, Action Plan for 2017

1. The Goal and Objectives of a Common Monitoring and Evaluation System

Monitoring and evaluation are two different ways the process helps us measure/evaluate the strategy, program or project, to determine if the activities are result-oriented and what should be done to achieve the desired goal. The results of the monitoring and evaluation process becomes a crucial tool for providing information to decision-makers in order to make evidence-based decisions, to measure the policy and determine how effectively budgetary funds have been spent.

The following is a graphical representation of monitoring and evaluation:



The purpose of a Common Monitoring and Evaluation system is to check whether the policies and initiatives are implemented in accordance with the planned goals and objectives and to elaborate the recommendations of what could be done better.

Therefore, the objectives of a Common Monitoring and Evaluation System are² as follows:

- Provide timely and relevant advice to decision-makers and provide input to political priority-setting.
- Determine whether the results of the policies (strategy implementation) have been achieved at the levels of priorities, objectives and output results.
- Improving institutional development, as the results of the evaluation can be a good method for evaluating current activities, policy design determination and the quality of the implementation.
- Improve legitimacy, transparency, accountability, and to add more value to the activities carried out by the government
- Ensure efficient distribution of resources between the planned initiatives, between a specific program or activity, or between activities.

The functions of a Common Monitoring and Evaluation System are to:

- Explain how the Inter-Agency Coordinating Council, with the support of the Ministry of Environmental Protection and Agriculture, in particular, the Department for Policy and Analytics of the Ministry of

²Technical Handbook on the Monitoring and Evaluation Framework of the Common Agricultural Policy 2014-2020

Environmental Protection and Agriculture, intends to monitor the activities described in the Action Plan; to determine whether the set goals and objectives have been achieved; and to later measure and evaluate the strategy relevance, effectiveness, efficiency, implementation, impact and sustainability through the instrument.

- Be a guide to the executive agencies and the management (Government of Georgia, Inter-agency Coordinating Council, Ministry of Environmental Protection and Agriculture, and other stakeholders) of the action plan, in order to determine what their roles are when fulfilling priorities and objectives and to realize the importance of their participation in the successful completion of the objectives.
- If there are challenges and problems in the implementation of the Action Plan, to determine how the information will be provided to stakeholders and the agencies responsible for the Strategy and the Action Plan and if necessary, make the appropriate changes to the Action Plan.

2. A Common Monitoring and Evaluation System

2.1. Intervention Logic

The vision of the Rural Development Strategy 2017-2020 is to ensure the sustainable growth of the quality of life and social conditions of the rural population of Georgia, which will be based on diverse economic opportunities, accessible social benefits, rich cultural life, environmental protection and the sustainable management of natural resources.

The Priority Measures of the Strategy are 1. Economy and Competitiveness; 2. Social Conditions and Standards of Living; 3. Environmental Protection and the Sustainable Management of Natural Resources. A logical model of a Common Monitoring and Evaluation System of the Rural Development Strategy 2017-2020 and the Action Plan prove how the activities implemented in the Action Plan will carry out the goal and the priority measures.

It is noteworthy that the Action Plans for Rural Development 2017-2020 and 2017 are limited to determining the activity indicators and do not offer the objective level indicators, the achievement of which will prove the expediency of the implementation of the Action Plan activities. Consequently, the Inter-Agency Coordinating Council has developed indicators to measure the achievement of the objectives of the Action Plan 2018-2020, which will make the evaluation of the successfulness of the Action Plan implementation more transparent. A Logical Framework for Monitoring and Evaluation (*Annex 1*) of the Rural Development Strategy provides the indicators of the objectives.

Note: In practice, the logical framework usually uses the following terminology – overall objective: impact, specific objective(s): outcomes, output (induces and direct) and activity, which are the equivalents to the following terminologies - vision, priority measure, objective and activity - used in the Rural Development Strategy³. In an effort to avoid terminological ambiguity, a Common Monitoring and Evaluation System will be guided by the terms specified in the Strategy. In the logical framework (Annex 1), both names will be referred to.

³The Policy Planning Handbook, Administration of the Government of Georgia, 2016 - p. 12-15

2.1.1 Priority Measure 1: Economy and Competitiveness

General Overview

Priority Measure 1: Economy and Competitiveness will try to achieve the ultimate goal and objective by accomplishing the following three objectives:

1. Economic recovery, restructuring and modernization of farming activities through the development of diversification and efficient supply chain.
2. Diversification of the rural economy through the strengthening of the agricultural-related value chain and promoting various sustainable non-agricultural activities.
3. Development of tourism and respective tourism products in rural areas based on rural characteristics and their unique cultural identity.

The **first Priority Measure** of rural development focuses on the establishment and development of agricultural and non-agricultural enterprises in order to facilitate the development of new business activities and provide a favorable environment for creating manufacturing potential and new jobs. The following table shows the expected results of the implementation of the activities:

Objective 1	Objective 2	Objective 3
Creation, re-equipment, and modernization of 70 new/existing agricultural enterprises	Creation / expansion of 24 new / existing non-agricultural enterprises	Creation and expansion of up to 15 new/existing hotels
Technical support for 126 cooperatives		Creating/developing tourism products and infrastructural projects
Retraining over 2,300 beneficiaries to give them new knowledge and skills		Arranging over 45 cultural events in more than 30 municipalities
Building irrigation systems on more than 69,600 hectares of land		Retraining 3,600 beneficiaries
		Restoration of more than 120 monuments of cultural heritage

The implementing agencies of the Priority Measure activities are the Ministry of Environmental Protection and Agriculture of Georgia and associated agencies - *Non-Commercial (Non-Profit)* legal entity Agriculture Project Management Agency, LEPL Agricultural Cooperative Development Agency, Melioration of Georgia Ltd.; the Ministry of Economy and Sustainable Development – LEPL Produce in Georgia, LEPL Georgian National Tourism Administration (GNTA); the Ministry of Culture and Sport of Georgia - LEPL Cultural Heritage Protection Agency.

Main activities of the Priority Measures are:

- Creating, re-equipping, modernizing and equipping with necessary knowledge and skills new or existing agricultural and non-agricultural enterprises

- Introducing international standards, production cycle, modern types of manufacturing methods and registration and branding of international trademark
- Utilizing agricultural land and improving melioration and irrigation
- Promoting small and medium-sized enterprises
- Creating new tourism products, restoring monuments of cultural heritage
- Restoring and improving infrastructure

Overview of the Objective

Based on the activities to be implemented, at least 1,290 beneficiaries will make investments in 2018-2020, the meliorated area will increase by 15% by the end of 2020, as part of the Produce in Georgia” at least 24 non-agricultural enterprises will have made investments and investments will be made in at least 135 tourism infrastructure and products in 2018-2020. During the achievement of the objective, attention will be paid to issues such as gender, youth and the involvement of socially vulnerable groups and various ethnic groups. (For a detailed overview of the indicators of the objective see *Annex 2*).

Overview of Activities

The results of implementing activities of the Priority Measure of Economics and Competitiveness are as follows:

- New and existing agricultural and non-agricultural enterprises have been expanded, re-equipped and modernized
- The production area of agricultural and non-agricultural products has increased
- Employment opportunities in agricultural and non-agricultural areas have grown
- Young entrepreneurs have been funded
- HACCP / ISO 22000 standards are introduced in agricultural enterprises, modern methods of manufacturing and a unified production cycle have been implemented
- Cooperatives are equipped and re-equipped
- 12 local selling exhibitions have been held
- Registration and branding of enterprise trademarks has been carried out and the standardization process has been implemented
- Training aiming to raise knowledge and improve skills have been carried out for shareholders
- Irrigation water supply to agricultural lands has increased
- Tourism products and infrastructure has been developed and implemented
- Cultural monuments have been restored, and various cultural events have been held within the various municipalities.

See the indicator monitoring plan for detailed information on output indicators specified on the basis of the priority, objective and activity (*Annex 3*).

Note: *In the present action plan, performance (results) indicators are often specified along with the activities. In the future, it is recommended that the output indicators are also specified in accordance with the activities. However, this matter should be resolved in compliance with the BDD Framework and the requirements set in the revised Monitoring, Reporting and Evaluation Systems of the Governmental Activities.*

2.1.2 Priority Measure 2: Social Conditions and Standards of Living

General Overview

Priority Measure 2: Social Conditions and Standards of Living include three objectives on the way to achieving the ultimate goal and objective and are as follows:

1. Raising awareness on innovation and entrepreneurship. In addition, the promotion of cooperation through contributing to the development of skills and employment issues (especially for young people and women).
2. Infrastructure and services. Improvement of basic rural infrastructure (including roads leading to cultural heritage sites and other relevant infrastructure), and the availability of high-quality public services, including information and communication technologies.
3. Local population engagement. Increase involvement of the rural population (especially youth and women) in identifying local needs and the determination of solutions to these needs.

The second Priority Measure of rural development is aimed at raising awareness in the field of innovation and entrepreneurship, especially among young people and women. In addition, the second Priority Measure provides opportunities for various ethnic minorities to improve the knowledge of the state language. Moreover, it creates an accessible environment for socially vulnerable groups in terms of increasing awareness and improving skills in order to increase prospects for future employment. In addition, large-scale infrastructural and service-oriented projects aimed at improving social conditions and living standards are planned that will enable residents to receive adequate services through the improved infrastructure.

Objective 1	Objective 2	Objective 3
4,350 beneficiaries will enhance their access to the Internet and computer technologies	Over 1,050 public schools shall be restored and up to 41 new schools built	8 community-led local development initiatives in Georgia will be generated
5,700 beneficiaries will be trained in computer literacy and participate in the competition on innovations	3 professional educational institutions shall be opened in three municipalities	
5 innovation centers and 3 innovation hubs will be created	27,000 public school students will receive service of summer school	
Over 10,200 representatives of ethnic minorities will improve their knowledge of the state language	Over 27,000 potential users will be able to switch on the natural gas network	
44,500 young people will take part in youth activities and camps	Sports infrastructure will be improved	
Over 1,000 young job-seekers shall be trained through professional preparation programs and advanced training	8 Houses of Justice and 15 Community Centers will be built	
	750 families of IDPs and up to 270 eco-migrants will be provided with safe housing	

The implementing agencies of the Priority Measure activities are the Ministry of Economy and Sustainable Development of Georgia - LEPL Georgia's Innovation and Technologies Agency; the Ministry of Education and Science of Georgia; the Ministry of Labor, Health and Social Affairs of Georgia - LEPL Social Service Agency; the Ministry of Culture and Sport of Georgia; the Ministry of Energy of Georgia; the Ministry of Regional Development and Infrastructure of Georgia - LEPL Municipal Development Fund of Georgia; LEPL United Water Supply Company of Georgia; the Ministry of Internally Displaced Persons from the Occupied Territories, Accommodation and Refugees of Georgia; the Ministry of Justice of Georgia - LEPL State Services Development Agency, LEPL House of Justice; the Notary Chamber of Georgia, LEPL National Archives of Georgia; LEPL National Agency of Public Registry.

Main activities of the Priority Measure are:

- Conducting awareness-raising, skill development and employment training in the area of innovations, entrepreneurship and e-commerce.
- Increasing the knowledge of the state language among ethnic minorities
- Implementing various infrastructural projects – gas, water, roads, houses of justice, public centers, internet communication networks, rehabilitation and construction of schools, opening professional education centers, constructing sports grounds, providing sports equipment and rehabilitating/constructing kindergartens
- Purchasing/transferring houses for refugees and eco-migrants
- Implementing youth activities and participating in camps
- Improving access to notary services and building /repairing regional archives

Overview of the Objective

Based on the activities implemented, in 2018-2020 at least 40,000 beneficiaries will have improved/obtained the skills necessary for the labor market in 2018-2020, there will be at a least 35% increase of population in rural settlements with access to new and/or upgraded public infrastructure and at least 8 community-led local development initiatives in Georgia will be generated to inform the annual review of the RDAP and the development of the next Rural Development Strategy for Georgia for greater local engagement in the rural development process. During the achievement of the objective, attention will be paid to issues such as gender, youth, and the engagement of socially vulnerable groups and various ethnic minority groups.

(For a detailed overview of the objective's indicators see *Annex 2*).

Overview of the Activity

The result of implementing activities as part of the Priority Measure of Social Conditions and Standards of Living will be as follows:

- Vouchers for computers and the Internet will be issued to individuals and entrepreneurs
- Young people will receive training in order to increase their knowledge and skills in the field of innovations and entrepreneurship
- Students will enroll in professional programs
- The beneficiaries looking for jobs will be retrained
- Young people will participate in various youth initiatives
- Various socially vulnerable groups will receive social assistance

- Refugees and eco-migrants will be provided with safe housing
- Ethnic minorities will participate in a training program for improving the knowledge of the state language
- Public infrastructure will be restored and renewed
- Trainings will be conducted for directors and teachers of professional educational institutions in order to raise their knowledge in the field of entrepreneurship.

For the detailed information on output indicators specified based on the priority, objective and activity, see the indicator monitoring plan (*Annex 3*).

2.1.3 Priority Measure 3: Environmental Protection and Sustainable Management of Natural Resources

General Overview

Priority Measure 3 Environmental Protection and Sustainable Management of Natural Resources implies the achievement of the ultimate goal and the objective through the following three objectives:

1. Water, forest and other resources. The improvement in the management of water, forest and other resources in targeted rural areas.
2. Waste management. The promotion of sustainable systems of waste management in rural areas.
3. Climate change. Activities used to mitigate the negative impact of climate change.

The third Priority Measure of rural development focuses on environmental protection issues and as a result of achieving each of the objectives:

Objective 1	Objective 2	Objective 3
Infrastructure will have improved in 9 protected areas	Construction of 2 regional landfills has get underway	Hydro-meteorological observation network will be enhanced
The inventory of the 120, 000 hectares of forest will have started and ended		81, 000 hectares of agricultural land will be insured
The informational infrastructure of ecotourism and environmental education will be organized in 9 protected areas		
275 hectares of land will be afforested		
Management plans for 6 forests have be arranged		
The number of environmental pollution study posts will be increased		

The following agencies are responsible for the activities of **the third Priority Measure**: The Ministry of Environmental Protection and Agriculture of Georgia - LEPL Agency of Protected Areas; LEPL National Forestry Agency, LEPL National Environmental Agency; the Ministry of Regional Development and Infrastructure of Georgia - Solid Waste Management Company of Georgia; Non-entrepreneurial (Non-commercial) Legal Entity Agricultural Project Management Agency.

The main activities of the Priority Measure are:

- Arrangement of protection infrastructure in protected areas, placement of demarcation information marks, providing fire-fighting equipment and forest inventory for the field, arrangement of ecotourism and educational infrastructure
- Availability of adequate resources for the sustainable use and rehabilitation of the forest roads
- Establishment of new forests, forest inventory
- Expansion of the geological monitoring area and the conduction of geological mapping work
- Expansion of the environmental pollution monitoring area by adding new posts
- Construction of new regional landfills and closing the old ones
- Expansion of the hydro-meteorological observation stations network
- Insurance of agricultural lands.

Overview of the Objective

Based on these activities, there will be at least a 20% increase in the management of forest areas by the end of 2020, at least two territorial units within the system of the Protected Areas of Georgia will be managed through management plans in 2018-2020; solid waste management will be improved in at least two regions in 2018-2020; at least 81,000 hectares of agricultural land will be insured under the Agro-insurance program, the number of meteorological observation stations will increase by 78% (25 new units) and the number of hydrological observation stations will increase by 52% (24 new units). For a detailed definition of the objective indicators see *Annex 2*.

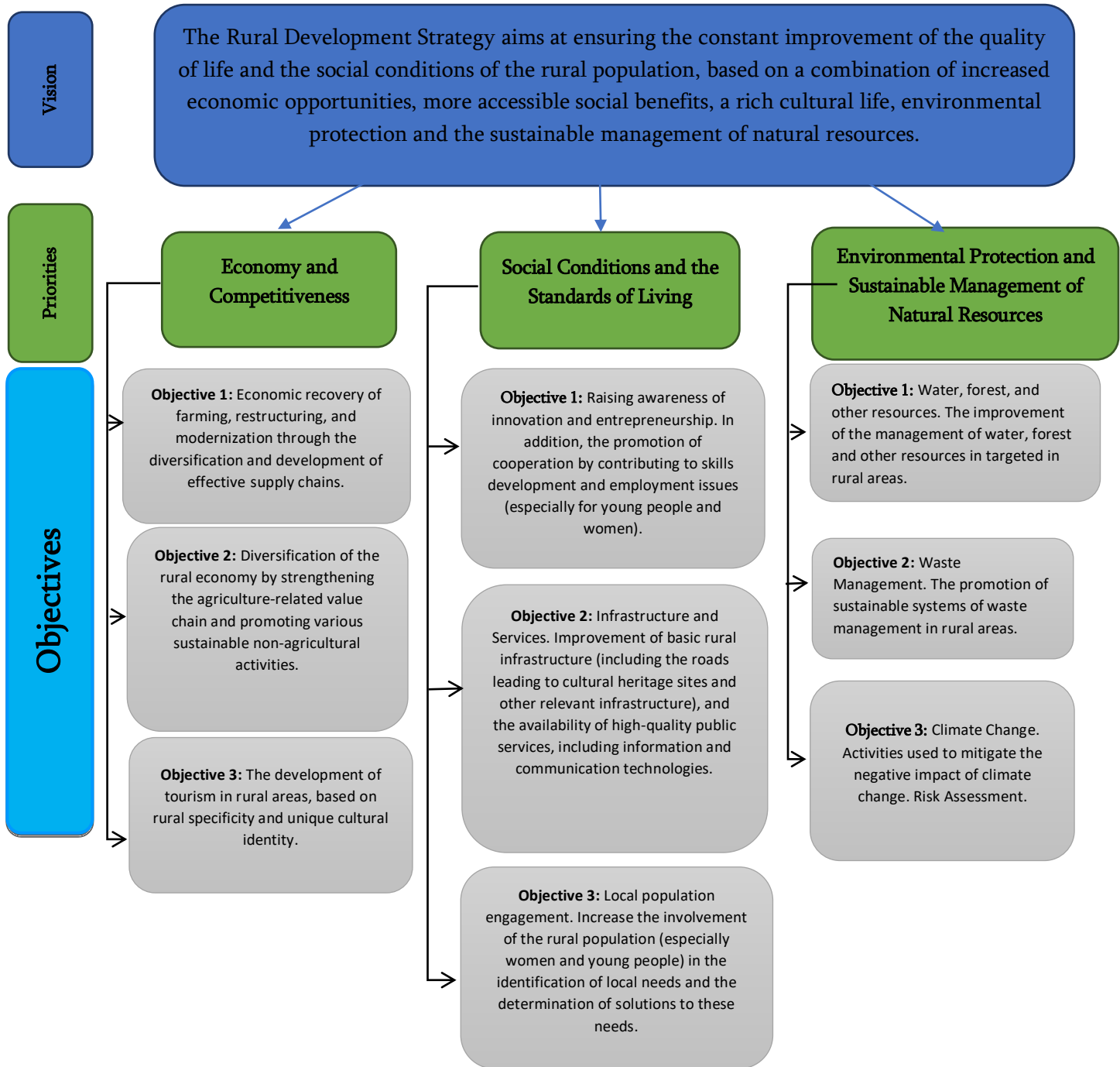
Overview of the Activity

The results of implementing the activities of the Priority Measure of Environmental Protection and Sustainable Development of Natural Resources are as follows:

- Sustainable management systems and ecotourism and environmental educational infrastructure will be established in the protected areas
- New forests will be established
- Forest registration and inventory will be carried out
- The annual monitoring area will be expanded
- The amount of geological survey work will increase
- Monitoring of groundwater basins will be enhanced
- The number of environmental pollution study posts will increase
- The construction of regional landfills by modern standards will begin
- The hydro-meteorological observation network will be expanded
- The number of the insured agricultural hectares will increase

For detailed information on output indicators specified on the basis of the priority, objective and activity, see the indicator monitoring plan (*Annex 3*).

Intervention Logic of the Rural Development Strategy



3. Beneficiaries of the Rural Development Action Plan 2018-2020

The beneficiaries⁴ of the Rural Development Strategy 2017-2020 and the Action Plan of 2018-2020 are groups within society benefiting from products and services developed as a result of policy implementation, except for those citizens living in Tbilisi, Batumi, Poti, Kutaisi and Rustavi. The exact number of target beneficiaries that are expected to benefit from the implementation of the action plan activities has not been determined in advance. At this point, it is only possible to determine the total number of the beneficiaries of some activities. For example, those who will take part in various training, educational and awareness-raising activities. The number of beneficiaries determined by the Action Plan is 41,290. The delivery tool for information about beneficiaries in the implementation of the Common Monitoring and Evaluation System should be improved to the greatest extent possible.

Collecting and analyzing statistical information on demographics of the beneficiaries (gender, age, ethnicity) in the context of regional and general rural development, will be one of the objectives of the Common Monitoring and Evaluation System. This is because when assessing the implementation of the vision of the Rural Development Strategy, the availability of this statistical data is important in order to measure how successful the indicators and objectives specified by the strategy have been in terms of positive change and impact in the context of these groups too.

Information received from the beneficiaries in the process of monitoring and evaluation is important. The beneficiaries will cooperate by sharing information regarding the funding received in the form of state support and participate in the studies carried out for evaluation purposes, as a beneficiary or as a member of various beneficiary organizations (farmers associations, entrepreneurs, etc.).

The data will be disaggregated in accordance with the objective and activity (wherever possible). See the indicator's monitoring plan *Annex 3*. In addition, to collect data about beneficiaries, please see the Beneficiary Registration Form - *Annex 6*.

4. Monitoring of the Rural Development Strategy and the Action Plan

The Rural Development Action Plan will be monitored on a regular basis, which entails the implementation of activities specified by the Monitoring and Evaluation Plan, as well as monitoring the implementation of activities and projects in order to identify gaps, delays or successes in time.

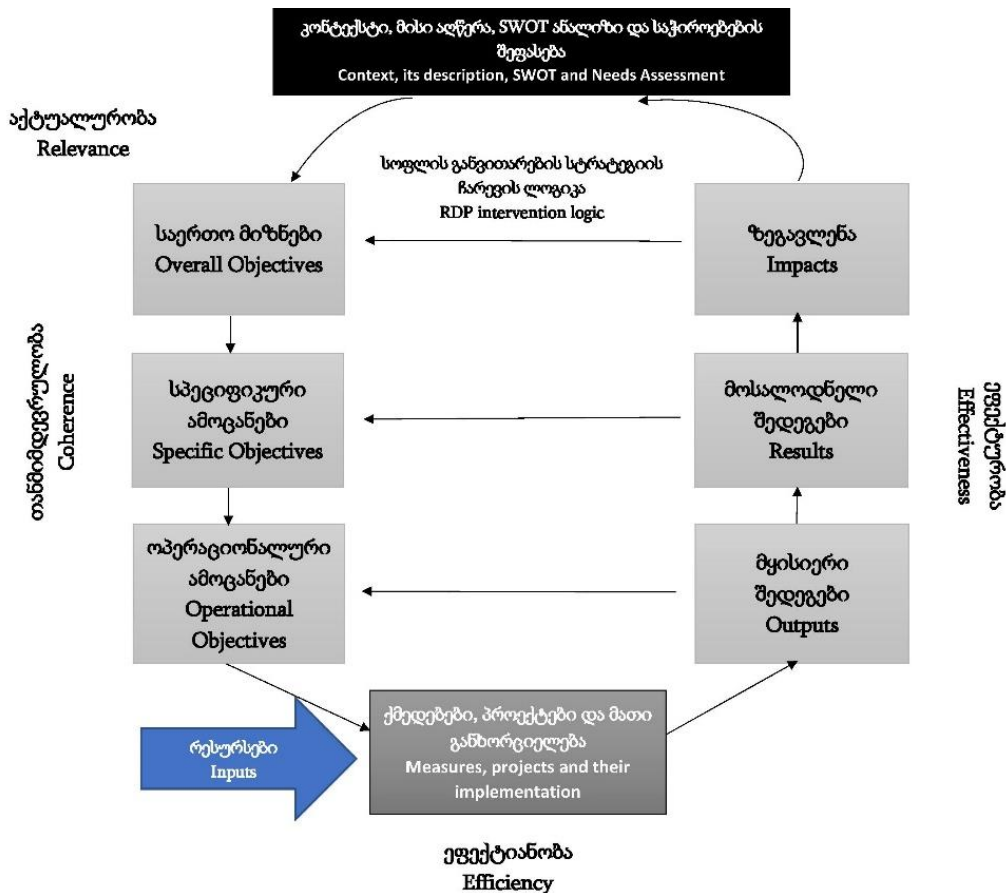
According to the logical framework, the implementation of the strategy will be evaluated according to two indicator levels – activities and objectives. The indicators, specified in accordance with the levels in the logical framework for monitoring and evaluation, enables the program/project-implementing authorities to envisage how the planned activities are being implemented for achieving the set goals. Regular analysis of the monitoring data allows the relevant agencies, ministries, members of the Inter-Agency Coordinating Council and the government of Georgia, if necessary, to make changes to the program in order to improve the overall implementation of the Action Plan and the achievement of the goal.

⁴See Monitoring, Reporting and Evaluation Systems of the Governmental Activities, Administration of the Government of Georgia, 2016 - p. 13.

4.1. Monitoring: Approach and Principles

4.1.1. Levels of Indicators

A Common Monitoring and Evaluation System offers two level indicators of activities and objectives. Objective indicators measure the intermediate impact of interference and are in direct relation to the implementation of the activity and indicators. For its part, activity indicators measure project activities, implementation service, training, technical support and so on. Please see indicator levels defined by the European Common Agriculture Program.



4.1.2. Classification of the Indicators

Classification of the indicators should be made in accordance with the following types:

- Cumulative – to calculate the total sum, semi-annual, annual or final reports with actual statistical information and data regarding the previous quarter's, year's or years' reporting will be added together depending on what kind of reporting the calculation proceeded.
- Level – this provides information concerning the tendency peculiar to a certain period (with respect to basic and target indicators). In the case of the existence of data, the trend can be determined as a basic indicator or between a basic indicator and a target indicator.
- Date – Calendar performance with respect to target indicator.
-

4.2. Indicator Monitoring Plan

The monitoring plan for the indicator provides detailed information concerning each indicator (see annex 3, according to which a separate indicator monitoring plan is being drafted for each agency for the purpose of implementing the relevant activities. The indicator monitoring plan helps to analyze the following information: 1. Title; 2. Description; 3. Unit of measurement; 4. Disaggregation; 5. Data source; 6. Data collection method; 7. Data collection frequency; 8. Entity responsible for reporting.

4.2.1. Description of the Indicator

There is a description of each indicator in the indicator monitoring plan (see annex 3). Entities responsible for caring out this specific activity will participate in the description of the activity indicators.

4.2.2. A unit of Measurement

A unit of measurement provides information on which measurement units will be used to calculate concrete indicators or receive information and how it is represented – in numbers, percentage figures, in the amount of money and so on.

4.2.3. Disaggregation

For an overall picture and the final outputs of the Rural Development Strategy, information will be accumulated and analyzed as much as possible and reporting will be made according to gender, age group, socially vulnerable groups and regions. Financial reporting baselined on information enables agents and the decision-making entities to analyze how different groups of people benefit from the implementation of the action plan. The indicator monitoring plan (see annex 3) reflects how indicators should be disaggregated. Analyzing the received information and financial reporting will be carried out within the annual report format.

4.2.4. Data Source

The data source is defined in the indicator monitoring plan (annex 3). The primary source of data can be an implementing agency or a non-public agency carrying out specific measures (if applicable).

4.2.5. Data Collection Methods

Apart from the data collected from the implementing authorities, a secondary data source can also be used to collect priority and objective indicators based on the information. These sources include reports received from other agencies, organizational recording and the National Statistics Office of Georgia.

The data collecting method for activity indicators varies in accordance with departments and agencies. It depends on what specific methods are used to collect information about activities, whether it be project records, research/surveys, field visits, ad-hoc evaluations, electronic databases or annual reports.

The data collection process will be proceeded via an electronic database.

4.2.6. Data Collection Frequency

The frequency of data collection depends on indicators. Information concerning objective indicators will be gathered annually, as for the activity indicators- semiannual /annually (see annex 3).

4.2.7. An Entity Responsible for Reporting

An entity, agency or department responsible for reporting priority, objective and activity indicators is estimated in accordance with the relevant activities. Considering the fact that various agencies can be involved and are responsible for the fulfillment of separate actions of the task, objective indicator reporting (data accumulation and analysis) is coordinated by the department of Policy and Analytics at the Ministry of Environmental Protection and Agriculture of Georgia. Thus, these departments take over semi-annual, annual and final financial reporting.

4.3. Baseline and Target Indicator Plan

The Indicator Monitoring Plan for the Rural Development Action Plan infers an interrelation between the baseline and target indicators. The target indicator is an assumption made when designing the program and what is achieved as a result of the implementation of each event. The baseline indicator is the primary indicator. Whether it was correctly specified and whether target indicators were fulfilled should be assessed within a Common Monitoring and Evaluation System. Baseline and target indicators are defined and baselined on the information received from various ministries and analyzed during previous years. If the baseline indicator was changed or subjected to review throughout the Action Plan implementation process, changes should be made to the target indicators as well.

While predicting target indicators, reports of ministries, international and local organizations, research and reports, discussions with experts and consultants, work plans for agencies are applied. Changes made to baseline and target indicators should be agreed upon and discussed at the Inter-Agency Coordinating Council meeting in order to receive confirmation (see annex 11).

Information on baseline and target indicators is represented in the baseline and target indicator plan (see annex 5).

If it becomes impossible to define any baseline indicator of the action plan in terms of activity, or there is no data or baseline research, then an indicator of the first quarter of the action plan can be regarded as baseline data and should be checked for the annual report. The agreed upon baseline indicator becomes the starting point for the remaining two years of an action plan.

4.4. Quality Assurance

Throughout the process of monitoring, the quality of the data is critical. Its quality must meet certain standards, such as validity, reliability, timidity, accuracy, and completeness. The agencies responsible for collecting information are tasked with ensuring data quality. Except for data collection for semi-annual reports, the department of policy and analytics periodically checks the overall accuracy and completeness of the information to ensure quality data and guarantee the compliance of indicators.

4.5. Semi-annual, Annual and Final Reports of the Rural Development Strategy and Action Plan

There are three types of reports for the preparation of the Rural Development Strategy Action Plan indicators and state-funded spending. They are as follows: semi-annual, annual and final reports (please see annexes 7, 8, 9)

The semi-annual report aims at analyzing activity indicators and the budget implementation process at the level of implementation by the authorities. It seeks to reveal not only positive but also negative tendencies in the implementation of the action plan. The earlier that cases of delay, low indicator implementation level or non-performance are revealed, the easier it becomes to take the necessary measures. Along with agencies, the Department of Policy and Analytics of the Ministry of Environmental Protection and Agriculture of Georgia is involved in analyzing and collecting semi-annual information from the agencies and prepare the report. The final format of the semi-annual report will be presented to the Inter-Agency Coordination Council for discussion. Since semi-annual reports are an internal document and considering the fact that the implementation of the indicators takes place annually, publicly disclosing semi-annual report isn't expedient. The final semi-annual format is shared with the appropriate agencies during the semi-annual meeting through the Inter-Agency Coordination Council. In special cases, if there are certain kinds of delays in the implementation of 65% of the indicators of the action plan or some changes are made to the state programs, it is necessary to hold an extraordinary meeting of the Inter-Agency Coordination Council to determine what effective activities and interventions are required in the future. The submission period of the semi-annual report is two weeks after the end of the quarter.

The annual report sets out to monitor and evaluate not only activity (outputs) but also at the level of an objective (result indicators). The action plan annual report of provides the Inter-Agency Coordination Council with information regarding overall performance progress (both quantitative and qualitative), including budgetary expenditures. This creates an ideal opportunity to provide a complete picture at the macro management level. It's noteworthy that the implementation of the action plan objective and activity indicators helps decision makers see more clearly the target and the planned performance with respect to the baseline indicator. In addition, this annual report about the implementation of the action plan result indicators in figures and rates makes it possible to determine the prerequisites to receive the budgetary allowance for the rural development of Georgia by The EU delegation. If detailed information is needed, please see the "Performance Indicator Framework" below.

In addition to this, the annual report format helps to analyze information from the point of various perspectives, including gender, youth, socially vulnerable groups, ethnic minorities and religion.

Preparatory work for the action plan annual report is carried out under the guidance of the Department of Policy and Analytics of the Ministry of Environmental Protection and Agriculture. It is of immense importance to involve the agencies responsible for the fulfillment of the action plan preparation. Participation of the National Statistics Office of Georgia in calculating the statistical indicators of performance and level of performance indicators seems to be of great significance as well.

The final version of the annual report shall be sent to the Inter-Agency Coordination Council for review and comments. If as a result of the information analysis it reveals that indicator performance has a low percentage

value (see “Performance Indicator’s Framework”) it is necessary then to define the actions to be implemented and to make changes to certain indicator(s) (see indicator change form, annex 11).

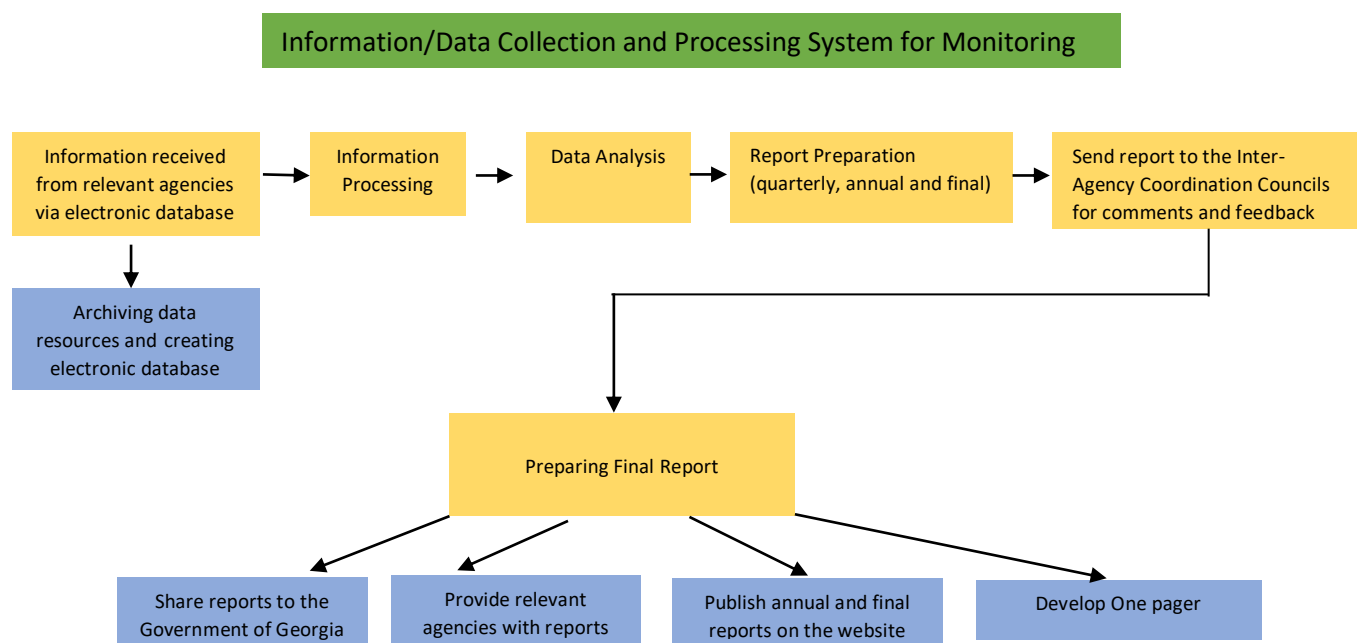
The Inter-Agency Coordination Council is obliged to present an annual report to the government of Georgia once a year. The final version of the annual report will be published on the Ministry of Environmental Protection and Agriculture website, and the information will be disseminated by means of media and one-page dedicated to annual achievements will be prepared (annex 10).

The final report puts together and analyzes the implementation of the 2017-2020 Strategy and Action Plan for Rural Development based on the priority and objective indicators. This determines how successfully the activities complied with the strategy. In the final report form (annex 9) every step of the intervention logic, indicators performance mechanism, financial performance of indicators, beneficiaries and target groups, regional and other parameters baseline information, as well as information pertaining to the success and challenges of the Strategy and Action Plan and the role of the contracting parties in executing the complex Action Plan should be analyzed in detail.

The deadline for submitting the final report to the inter-agency coordinating council is three months after completion of the activities determined by the Rural Development Strategy and action plan and two weeks until final approval.

The Inter-Agency Coordination Council will present a final report to the government of Georgia. The last version of the final report shall be published on the Ministry of Environmental Protection and Agriculture of Georgia website and data will be disseminated through the media. Later, one page will be dedicated to annual achievements.

For monitoring, see the structure of information and data collection graphs below:



4.6. Performance Indicator's Framework

The performance indicators framework must be assessed with respect to the target indicators. The performance indicators are Rural Development Strategy and the Action Plan objective level indicators, specified in table number 1.

The implementation of the performance indicator is determined by the percentage value of each of the following objective indicators (performance indicators). It is viewed as a success if the implementation of an indicator is carried out by 85%. The lowest level of successful performance indicator is 75%. If the percentage value of the main performance indicator equals 65% or is not less than 60%, the implementation of the indicator will be regarded as a failure⁵.

Table#1:

Priority Measure	Objective Indicators with reference to the budget amount	Relevant code for objective Indicators and Budget amount
Economics and Competitiveness	Objective Indicators' Budget⁶	1. 378,609.0
	1.1 (a) At least 1,290 beneficiaries made investments in 2018-2020.	1.1 (a) 234,526.0
	1.1 (b) At least 15% increase in land amelioration by the end of 2020.	1.1(b) 123,880.0
	1.2 At least 24 non-agriculture enterprises made investment in 2018-2020.	1.2 5,200.0
	1.3 Investment made in at least 135 tourism infrastructure and products in 2018-2020.	1.3 14,703.0
Social conditions and living standards	Objective Indicators' Budget	2. 1,143,153.0
	2.1 At least 40,000 beneficiaries improved/obtained skills required for the labor market in 2018-2020.	2.1 42,789.0
	2.2 At least 35% increase of population in rural settlements with access to new or upgraded public infrastructure by the end of 2020.	2.2 1,100,364.5
	2.3 Between 2018-2020, lessons learned from at least 8 community-led local development initiatives in Georgia will be generated to inform the annual review of the RDAP and the development of the next Rural Development Strategy for Georgia for greater local engagement in the rural development process.	(Please see footnote) ⁷
Environmental protection and sustainable management of natural resources	Objective Indicators' Budget	3. 645,600.0
	3.1 (a) At least a 20-percentage point increase in forest areas managed, on the basis of Forest Management Plans by the end of 2020	3.1 (a) 2,471.0
	3.1 (b) At least 2 territorial units within the System of Protected Areas of Georgia will be managed through management plans in 2018-2020.	(Please see footnote) ⁸
	3.2 Solid waste management will be improved in at least 2 regions in 2018-2020.	3.2 66,000.0
	3.3 (a) In 2018- 2020, at least 81,000 hectares of agricultural land will be insured under the program "Agro-insurance".	3.3 (a) 36,500.0
	3.3 (b) In 2018-2020, the number of meteorological observation stations will be increased by 78% (25 new units) and the number of hydrological observation stations will be increased by 52% (24 new units).	3.3 (b) 2,960.0

The performance indicator framework is an inseparable part of an annual report and the table shown below presents to what degree the 2018, 2019 and 2020 objective indicators were carried out. The implementation of each performance indicator must be analyzed by means of the table, and if there is a delay or failure of any

⁵Guidance Fiche – Performance Frameworks Review and Reserve in 2014-2020, p. 15-17.

⁶The amounts mentioned in the budget are written in millions.

⁷The issue of financial support to be determined. International Donor Community or/and the State Authorities might be provided finding for the objective #2.3

⁸The issue of financial support to be determined.

objective indicator, it is necessary to determine what effective measures will be used to rectify the problem and then reflect it as a final target indicator in the following years. With regard to the changes to the target indicator's percentage value, it is necessary to fill out a form (see annex 12) that will then be submitted to the Inter-Agency Coordination Council. The performance framework will be examined and assessed during the preparation of the annual report and the actual performance indicators will be presented. The table below reflects the objective indicators of the 2018-2020 action plan and their factual and target indicators to assess the implementation process.

Table 2⁹:

Priority Measure	Objective Indicator	Baseline 2016	Actual in 2018	Target 2018	Actual 2019	Target 2019	Actual 2020	Target 2020	Actual 2018-2020	Target 2018-2020
Economics and Competitiveness	1. Budget									
	1.1 (a) At least 1,290 beneficiaries to make investments in 2018-2020.									
	1.1 (b) At least a 15% increase in land amelioration will be achieved by the end of 2020.									
	1.2 At least 24 non-agriculture enterprises will make investments in 2018-2020.									
	1.3 Investment made in at least 135 tourism infrastructures and products in 2018-2020.									
Social conditions and living standards	2. Budget									
	2.1 At least 40,000 beneficiaries will have improved or obtained skills required for the labor market in 2018-2020.									
	2.2 At least a 35% increase in population in rural settlements with access to new or upgraded public infrastructure by the end of 2020.									
	2.3 Between 2018-2020, lessons learned from at least 8 community-led local development initiatives in Georgia will be generated to inform the annual review of the RDAP and the development of the next Rural Development Strategy for Georgia for greater local engagement in the rural development process.									
Environmental protection and sustainable management of natural resources	3. Budget									
	3.1 (a) At least 20 percentage point increase in forest areas managed, on the basis of Forest Management Plans by the end of 2020									
	3.1 (b) At least 2 territorial units within the System of Protected Areas of Georgia will be managed through Management plans in 2018-2020.									
	3.2 Solid waste management will be improved in at least two regions in 2018-2020.									
	3.3 (a) In 2018- 2020, at least 81,000 hectares of agricultural land will be insured under the programme "Agro-insurance".									
	3.3 (b) In 2018-2020, the number of meteorological observation stations will increase by 78% (25 new units) and the number of hydrological observation stations will increase by 52% (24 new units).									

⁹In accordance with the Association Agreement with the European Union and European Neighborhood Program for Agriculture and Rural Development, the state policy implies to establish close ties with EU structures, improve the legislative framework, experience sharing, and while developing the basic performance indicators framework, EU rural development policy 2014-2020 was taken into account along with its recognized methodology stipulating successful and failed performance indicators. (For details see addendum 12). However, if we focus on the existing methodology of the Agricultural Ministry of Georgia and existing experience, it's possible to define a different percentage indicator or approach to successful execution of key performance indicators.

5. Evaluation Plan of the Rural Development Strategy and Action Plan¹⁰

The most significant constituent element of the Common Monitoring and Evaluation System is the evaluation part. Evaluation¹¹ is a systematic mechanism to evaluate planned political initiatives, outcomes of the measures and how purposeful an influence was. The evidence obtained from the evaluation acts as the basis for effective and useful decision making. In addition, the evaluation plays a significant role in terms of transparency, institutional development and accountability. Information received from the assessment as well as the experience, seems to be valuable in the estimation of what has worked and in what directions changes are necessary, which for its part, will guide the development of policy and programs in the future.

5.1. Goal and Objectives¹²

The Rural Development Strategy and Action Evaluation aims at assessing the design and implementation process of the programs and what can be improved in this respect. Additionally, it tends to evaluate relevance, efficiency, effectiveness, implementation, impact and sustainability. Meanwhile, while estimating the rural development strategy, much attention should be drawn from what extent the implementation of strategic goals and objectives were facilitated with reference to the goals and objectives of Georgia's Socio-Economic Development Strategy Georgia 2020.

To consider EU experience on the Rural Development Evaluation approaches, the post evaluation takes place after completion of strategy and has a three-year-period to capture the impact of the interventions. It is noteworthy that the impact evaluation is a useful instrument in evaluating the influence of the strategy in depth, which is challengeable to achieve with the final evaluation only after the end of the strategy. It is therefore desirable if this issue will be considered in line with the experience of the European Union in the technical tasks of the midterm and final evaluations of the strategy.

The objectives of the Evaluation plan are:

- Relate the monitoring process with the evaluation, data collection mechanisms and methods in a better way
- Focus more on the emerging need for institutional development in the direction of monitoring and evaluation
- Ensure continuous evaluation measures. For example, regular checking of progress through field trips, semi-annual and annual reports.
- Establish best practices and practical experiences
- Provide a sound basis for midterm and final evaluations.

5.2. Leadership and Coordination

The Inter-Agency Coordination Council organizes the evaluation process. The council also reviews and evaluates the technical assignment, the establishment of a special group, evaluation types and methodology, timeframes, financial resources, performance, evaluation report format and recommendations.

¹⁰See Monitoring, Reporting and Evaluation Systems of the Governmental Activities, Government of Georgia,2016, pp.13-16

¹¹Legal Text 13 Regulation (EU) No 1303/2013 – General Provisions; legal Text 14 Regulations (EU) No 1305/2013 – General provisions.

¹²Legal Text 15 Commission Implementing Regulation (EU) No 808/2014

5.3. Evaluation Questions and Activities

Determining evaluation issues and measures depends on the evaluation types and methodology. The policy planning handbook uses two kinds of evaluation instruments – midterm and final evaluation.¹²

As mentioned previously, the monitoring, reporting and evaluation systems of governmental activities determines two types of evaluation: midterm and the final evaluation. However, apart from these types of evaluations, the third one seems to be desirable and it is a type of *ad-hoc* evaluation, carried out within a short period of time. At any time, it is possible to conduct an ad-hoc evaluation during the implementation of the project in order to determine the in-depth study of the issue and a timely solution to the problem.

Name	Midterm evaluation	Final evaluation	Ad-hoc evaluation
Goal	Assess the progress of the Action Plan and the immediate consequences. In addition, along with a midterm evaluation, an institutional evaluation should also be carried out	Evaluation of the progress of the Action Plan in relation to the goals and objectives of the strategy	Identify ad-hoc delays and challenges
Methodology ¹³	<ul style="list-style-type: none"> • Interviews • Focus groups • Materials around the sector • Statistical analysis of primary data • Secondary data analysis 	<ul style="list-style-type: none"> • Interviews • Focus groups • Materials around the sector • Statistical analysis of primary data Secondary data analysis	Based on the topic, issue
Evaluation method	<ul style="list-style-type: none"> • Internal • Mixed • External 	<ul style="list-style-type: none"> • Internal • Mixed • External 	<ul style="list-style-type: none"> • Internal
Funding	Ministry of Environmental Protection and Agriculture of Georgia	Ministry of Environmental Protection and Agriculture of Georgia	Ministry of Environmental Protection and Agriculture of Georgia

Note: As it has already been mentioned, there are two kinds of evaluation methods based on Monitoring, Reporting and Evaluation Systems of governmental activities¹⁴: internal evaluation, which is carried out within the framework of public institutions and corresponding agencies responsible for policy implementation and coordination; mixed evaluations, where the appropriate public institutions and corresponding agencies responsible for the evaluation are somehow helped by Independent external experts or organizations. It's noteworthy that, EU countries carry out *ex-ante*, midterm and final evaluations via independent experts or a group of experts, which in turn increases the objectivity of the evaluation and provides an opportunity to analyze the situation from different perspectives.

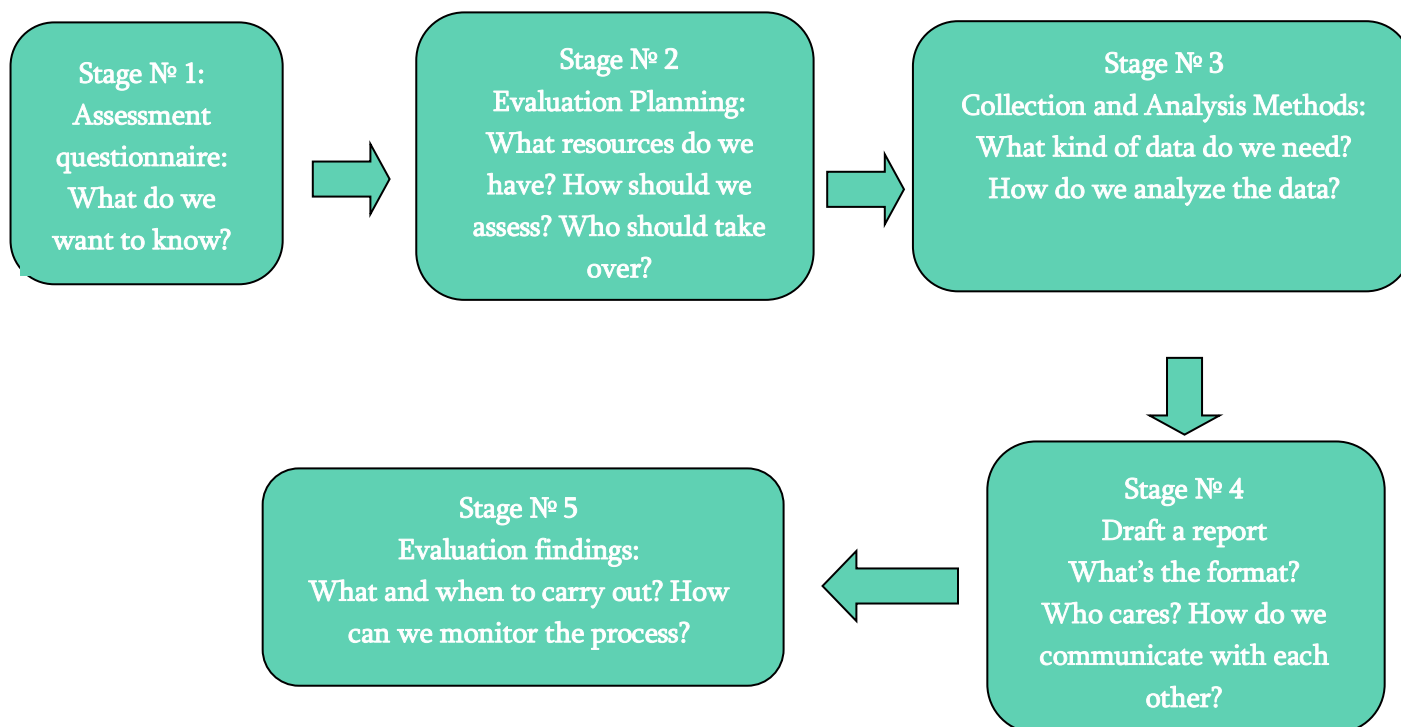
Partly, the second mixed method stipulates the invitation of experts. However, it does not exclude the participation of the state agency in the evaluation process.

¹³Evaluation methodology may change in the process of working on the technical objective.

¹⁴ Monitoring, Reporting and Evaluation Systems of the Governmental Activities, Administration of the Government of Georgia, 2016. pp. 13-16.

The evaluation can be a very complex process. In order to ensure a well-planned evaluation process, there are several stages that must be taken into the report. The stages are described below in the scheme.

Graphic #2 Evaluation Stages¹⁵



Apart from above-mentioned types, the evaluation encompasses consecutive measures along with monitoring. Aside from instant evaluation, it involves the preparation of semi-annual and annual reports. There is also another instrument¹⁶ of evaluation to use, to assess and disclose in a timely manner the causes to a problem and what measures are to be taken to solve them. In order to collect qualitative information for the purpose of implementing the additional action plan, which should also be part of the annual report, it is expedient to have a monitoring and evaluation team of the ministry (the names of the department may vary according to the ministries) involved in assessing statutory measures from the point of view of beneficiaries using qualitative research methods. These include interviews, focus groups, observations, awareness of materials and reports. These kinds of evaluations must be applied before a final report is prepared. Such an approach will significantly assist the Inter-Agency Coordination Council to have a full understanding of the quantity (indicators) of the Rural Development Strategy and Action Plan, as well as qualitative performance.

5.4. The Term for Conducting Evaluations of the Rural Development Strategy

#	Midterm Evaluation Measures	Midterm Evaluation deadlines	Final Evaluation Measures	Final Evaluation Deadlines
1	Preparation of evaluation questions, technical tasks and methodology	October/December 2018	Preparation of evaluation questions, technical tasks and methodology	January/March 2021

¹⁵Monitoring, Reporting and Evaluation Systems of the Governmental Activities, Administration of the Government of Georgia, 2016. pp. 14.

¹⁶Depending on the nature of the assessment, it's recommended to make similar assessments by an invited evaluator expert or group of experts. In addition, see the following regulations: Legal Text 13 Regulation (EU) No 1303/2013 – General Provision

2	Evaluation planning, elaboration of implementation plan, determining of team evaluation	October/December 2018	Evaluation planning, elaboration of implementation plan and determining team evaluation	January/March 2021
3	Carrying out the evaluation	January/February 2019	Carrying out the evaluation	April/May 2021
4	Preparing evaluation report	January /March2019	Preparing evaluation report	May/July 2021
5	Sharing the findings and recommendations with the Inter-Agency Coordinating Council, board evaluations, and response	March/April 2019	Sharing the findings and recommendations with the Inter-Agency Coordinating Council, board evaluations and response	June, July 2021
6	Integrating findings and recommendations within the implementation process of the action plan	April 2019	Integrating findings and recommendations within the implementation process of the action plan	July 2021
7	Introducing the evaluation report to the public	April 2019	Introducing the evaluation report to the public	July 2021

A summary document of the 2017-2020 Rural Development Strategy and Action Plan will be prepared in accordance with the midterm and final evaluation reports. Additionally, the main achievements and challenges of the 2017-2020 strategy and action plan will be identified on the basis of the existing evaluation for the purpose of planning and implementation of the Rural Development Strategy and Policy.

5.5. Public Relations – Communication

Information pertaining to the evaluation of the 2017-2020 Agricultural Development Strategy and Action Plan was publicly disclosed with the help of the central government and local self-government. In addition, agencies involved in the implementation of the Action Plan will support the active dissemination of information regarding the evaluation findings and recommendations. Meetings for the Inter-Agency Coordination Council will be held and will inform the government of Georgia about the results of the evaluation. One-pager brief information will be prepared concerning the evaluation findings, press conferences will be arranged and information will be distributed through websites and social media.

6. Responsibility for Monitoring and Evaluation

In accordance with decree, #639,¹⁷ an Inter-Agency Coordination Council on Rural Development was established and tasked with monitoring the fulfillment of the 2017-2020 Agricultural Development Strategy and Action plan. The chairperson of the council is the First Deputy Minister of Agriculture of Georgia. Within the framework of the action plan, the council shall hold at least two meetings throughout the year and will discuss and agree on the activities to be undertaken during the project implementation process with the members of the council.

In order to implement the strategy and action plan, the council has to review the semi-annual, annual and final reports prepared by the Department of Policy and Analytics of the Ministry of Environmental Protection and Agriculture from the point of the objectives' activities, assess the goal-setting process, analyze how efficiently

¹⁷The decree #639 of the Government of Georgia about establishing Inter-Agency Coordination Council and approval process for regulations

the process is carried out and make changes to the implementation indicators and react on delays in the implementation of the program(s). In cases where the target indicator is renewed, they will develop recommendations for the council members and prepare the relevant documents concerning the changes made to the Common Monitoring and Evaluation System.

The Common Monitoring and Evaluation System is a guide mechanism for the Inter-Agency Coordination Council monitoring and is endorsed by the council. The system represents a renewable document and changes can be made if necessary.

The Inter-Agency Coordination Council is responsible for semi-annual and annual reports, as well as consolidated financial statements under the guidance of the department's Strategic Policy and Data Analytics of the Ministry of Environmental Protection and Agriculture. Additionally, the department, in cooperation with other line ministries and authorities, in accordance with the legal framework, shall implement a Common Monitoring and Evaluation System in line with EU M&E standards.

6.1. Responsible Ministries and Agencies

Every ministry or agency under the Ministry, responsible for the fulfillment of the measures (its components) within the framework of Rural development and action plan, is obliged to provide Ministry of Environmental Protection, Agriculture and Rural Development with the information regarding the progress of implementation of the measures (its components) and semiannual, annual and final financial reports and participate in the process of analyzing the results of relevant measures.

6.2. Responsible Public Agencies and Authorities

Every agency/department and authority responsible for the completion of the measures (its components) within the framework of the Agricultural Development Strategy, is obliged to supply information in accordance with the semi-annual, annual and final report format, by entering data into the appropriate electronic database and must become actively involved in the monitoring process of the relevant measures, as well as prepare recommendations for its effective implementation.

7. European Neighborhood Program for Agriculture and Rural Development's (ENPARD Georgia III) – Budget Support

The Rural Development Strategy of Georgia for 2017-2020 and the Action Plan of 2018-2020 contribute to the achievement of the *European Neighborhood Program for Agriculture and Rural Development's* (ENPARD Georgia III) budget support intervention logic¹⁸. Various agencies and/or authorities are responsible for data collection and the means of verification. The overall coordination of the data and evidence relies on the Department of Policy and Analytics at the Ministry of Environmental Protection and Agriculture of Georgia.

Additionally, the EU budget support document defines the performance indicators to measure satisfactory implementation of the Rural Development Strategy for 2017-2020, including the financial indicators. 28 performance indicators are defined in the Performance Framework (including ten financial indicators) and the targets are set per indicator. Furthermore, the matrix of performance indicators of the EU budget support defines in detail, the nature of the indicators through various parameters (implementer, indicator characteristics, data sources and so on) and indicates information on the data source in line with the targets. Besides that, the target indicators differ year by year. The EU determines data sources along with the responsible agencies, where it is anticipated that each ministry will mention the achievements of the performance indicators in the annual reports. In addition, a common monitoring and evaluation system of the Rural Development Action Plan that collects quantitative and qualitative data, is indicated as a separate measurement tool of the Rural Development Strategy and Action Plan progress. This in turn, emphasizes the role of the responsible agencies of the Rural Development Action Plan in the monitoring and reporting process in line with Common Monitoring and Evaluation System requirements. The Rural Development Inter-Agency Coordination Council (which is technically supported by the Ministry of Environmental Protection and Agriculture of Georgia), is responsible for reporting to EU and will collect an activity and objective level indicators' data of the Rural Development Action Plan within the indicator monitoring plan, which will be processed and analyzed in the council's annual reports. Along with data collection for the annual Rural Development Action Plan report, it is obligatory to deliver the data source and means of verification (send to the Department of Politic and Analytics of the Ministry of Environmental Protection and Agriculture of Georgia for the file management and at the same time, archive the data sources with the responsible agencies).

Below are the performance indicators' list of budget support for the Rural Development Strategy for 2017-2020 of the *European Neighborhood Program for Agriculture and Rural Development's* (ENPARD Georgia III), funded by the European Union¹⁹:

#	Indicator number / title:	#	Indicator number / title:
Priority Area 1 – Economy and competitiveness			

¹⁸Please see the full version of the intervention logic of European Neighborhood Program for Agriculture and Rural Development's (ENPARD Georgia III) in annex #13.

1.	1.1.1 The actual expenditure outturn is at least 70% of the approved budget expenditure of the annual 2018 RDAP for agricultural cooperatives	4.	1.2.1 The actual expenditure outturn is at least 70% of the originally approved budget expenditure of the annual (2018) RDAP for SMEs support in rural areas
2.	1.1.2 At least 100 active agricultural cooperatives supported through public funds between 01.01.2017 and 31.12.2019	5.	1.2.2 At least 3,000 active SMEs in rural areas supported through public funds between 01.01.2017 and 31.12.2019
3.	1.1.3 At least 15% increase in land amelioration supported with public funds between 01.01.2017 and 31.12.2020 compared to baseline value	6.	1.2.3 At least additional 2,000 graduated beneficiaries in rural areas enhanced entrepreneurial skills through trainings supported by public funds between 01.01.2017 and 31.12.2020, out of which at least 500 achieved increased sales and at least 40 set up new active SMEs
Priority Area 2 – Social conditions and living standards			
1.	2.1.1 The actual expenditure outturn is at least 70% of the approved budget expenditure of the annual (2018) RDAP for rural infrastructure support	4.	2.2.1 The actual expenditure outturn is at least 70% of the approved budget expenditure of the annual (2018) RDAP for VET/ skills development support
2.	2.1.2 New or upgraded public infrastructure completed in at least 1,150 rural settlements by 31.12.2019	5.	2.2.2 At least 5% increase of beneficiaries in rural areas graduated from modular TVET courses designed in participation with employer leading to improved skills for employability between 01.01.2018 and 31.12.2019 compared to baseline value
3.	2.1.3 At least 35% increase of the population in rural settlements with access to new or upgraded public infrastructure completed by 31.12.2020 compared to baseline value	6.	2.2.3 At least 100% increase of enrolled students on Work Based Learning (WBL) TVET courses in rural areas that involve employers in assessment process between 01.01.2018 and 31.12.2020 compared to baseline value
Priority Area 3 - Environmental protection and sustainable management of natural resources			
1.	3.1.1 The actual expenditure outturn is at least 70% of the approved budget expenditure of the annual (2018) RDAP for the sustainable management of forests in compliance with the Rules of Development and Approval of Forest Management Plans	4.	3.2.1: The actual expenditure outturn is at least 70% of the approved budget expenditure of the annual (2018) RDAP for the sustainable management of the System of Protected Areas of Georgia
2.	3.1.2 At least 6 new Forest Management Plans are formally adopted in compliance with the Forest Code of Georgia between 01.01.2017 and 31.12.2019	5.	3.2.2 At least 3 new Protected Areas are formally added to the System of Protected Areas of Georgia between 01.01.2017 and 31.12.2019
3.	3.1.3 At least 17% increase in forest area managed between 01.01.2017 and 31.12.2020 on the basis of Forest Management Plans adopted in compliance with the Forest	6.	3.2.3 At least 50% of the territorial units within the System of Protected Areas of Georgia have by 31.12.2020 Management plans developed in compliance with the Law of Georgia on the System of

	Code of Georgia compared to baseline value		Protected Areas compared to baseline value
Priority Area 4 – Rural development governance			
1.	4.1.1 The National Rural Development Action Plan (RDAP) 2018-2020 is costed and reflected in the Basic Data and Directions (BDD) document submitted by the Government to the Parliament by 31.12.2017	5.	4.2.1 National RDAP 2018-2020 presented to stakeholders and media by the Inter-Agency Coordination Council (IACC) for rural development
2.	4.1.2 The actual expenditure outturn of the costed Rural Development Action Plan for 2018 is at least 70% of the approved budget expenditure of the year 2018 from RDAP (2018-2020)	6.	4.2.2 Qualitative and quantitative results of the implementation of the RDAP for 2018 are overall in line with the results set for 2018 in the RDAP (2018-2020)
3.	4.1.3 The actual expenditure outturn of the costed Rural Development Action Plan for 2019 is at least 75% of the approved budget expenditure of the year 2019 from RDAP (2018-2020)	7.	4.2.3 Qualitative and quantitative results of the implementation of the RDAP for 2019 are overall in line with the results set for 2019 in the RDAP (2018-2020)
4.	4.1.4 The actual expenditure outturn of the costed Rural Development Action Plan for 2020 is at least 80% of the approved budget expenditure of the year 2020 from RDAP (2018-2020)	8.	4.2.4 Qualitative and quantitative results of the implementation of the RDAP for 2020 are overall in line with the results set for 2020 in the RDAP (2018-2020)

It is important to mention, that achievement of the indicators is defined within the budget support, particularly indicators 4.2.2, 4.2.3, and 4.2.4, as satisfactory, when at least 80% of the performance indicators are achieved. The record of the budget support defines: the assessment of whether the qualitative and quantitative results of the implementation of the RDAP for 2018 are in line overall with those set for the same year is based on the M&E framework, which is part of the RDAP 2018-2020, including subsequent revisions. The analysis is based on the performance of each of the individual indicators as defined in the RDAP 2018-2020 for 2018 at the level of Objectives under each Priority Area of the RDS 2017-2020. On this basis, an achievement of at least 80% of expected results in 2018 is considered sufficient for full compliance under this indicator. The results of the assessment including the relevant M&E framework-related data are to be included in the IACC-approved annual report for 2018. The same record corresponds to the performance indicators of the Rural Development Action Plan of 2019 and 2020.

Finally, it is noticeable that, one of the indicators of the General Conditions of budget support – a satisfactory achievement of the Rural Development of Strategy of Georgia for 2017-2020, which is measured within the Rural Development Action Plan Annual Report and developed based on the common monitoring and evaluation system as it is mentioned above – clarifies that at least 80% of objective indicators have to be achieved annually in order to consider them as achieved.

Annexes:

Annex 1.2018-2020 Logical Framework of the Rural Development Strategy 2017-2020

	Intervention Logic	Indicators	Baselines (year)	Targets	Data Source and Means of Verification	Assumptions and Risks
Overall Objective: Impact / Priority						
Specific Objective(s): Outcomes						
Outputs / Activities						
Activities		Means Cost				

Annex 2. Description of the Objective Indicator

General Information	
Indicator Number / Name:	Specify the name and number of indicators in accordance with the rural development action plan.
The name of the relevant task:	Specify the name of the task which complies with the indicator
Relevant priority:	Indicate the names of those priorities the completion of which is in compliance with the above-mentioned task baselined on the rural development plan
Relevant activity(activities)	Precise way that activities play a significant role in reaching the indicator index in accordance with the rural development plan
Responsible Ministry / Agencies	Detail the relevant ministries and agencies that are responsible for the indicator implementation in accordance with the rural development plan
Description of the Indicator	
Unit of measurement	Indicate the unit of measurement (eg: piece, hectares, tons, Gel, percent, etc.
Data Collection Frequency	Indicate how the data is collected to identify the <i>indicator magnitude and at what periodicity</i>
Baseline Indicators (year and rating):	Indicate the year and value of the baseline indicator
Target Indicator (year and rating)	Specify the year and value of the target indicator
Indicator quality	
The nature of the basic data:	Give specific, detailed information about the terms used in the names of indicators to avoid different interpretations. For instance, who is a beneficiary? and what's the meaning of the existing or new enterprise
Data collection method (s)(Research, administrative collecting, etc.):	Specify the way you try to collect information: what kind of methods will be involved? Research, administrative collection, interview, the forms of monitoring, electronic data baseline etc.,
Data resource/Data location:	Indicate the agency or organization which provides information. For example: tables by National Statistics Office of Georgia and where the information is saved /stored as a result of the collection.
Calculation Method / Type:	Specify how to calculate based on the data received
Limitations/Restrictions	
Risks, Limitations	What risks and limitations might be related to the performance of the indicator
Deadline:	
Data delivery date:	Specify the data delivery date, point out the period of time data includes.
Note/other information	
In addition, indicate the circumstances to be considered for the indicator.	

Annex 6. Form of a Beneficiary

#	Name	Description	
1	Name of Activity		
2	Title of Program		
3	Area for Program Implementation ²⁰	Village ²¹	Name
		Administrative Centre	Name
		Municipality	Name
		Region	Name
4	Gender	Woman	Number
		Man	Number
5	Age Group	14 – 29 years ²²	Number
		30 – 45 years	Number
		46 – 60 years	Number
		60 years of age and older	Number
6	Ethnic Affiliation	Georgian	Number
		Azerbaijani	Number
		Armenian	Number
		Russian	Number
		Ossetian	Number
		Abkhazian	Number
		Kurdish	Number
		Other (indicate)	Number
7	Persons with Disabilities ²³	Number	

²⁰It will be ideal to collect data from villages. Otherwise, it will be good to collect data on the basis of respective municipalities and regions. If the data is collected on the basis of respective municipalities and/or regions, it will be optimal if the information on villages with high mountainous status is separately dealt with under the categories of gender, age-group and ethnic affiliation.

²¹Village development status shall be indicated

²²Georgian Youth National Policy Document

²³For more information see: #756 -11 R - Law of Georgia on Social Protection of Persons with Disabilities.

Annex 7. Semiannual Report Form²⁴

Objective of Semi-annual Reporting

The primary objective when reporting the execution of the rural development strategy action plan is to monitor the execution of the objectives prescribed by the strategy itself. In particular, to what extent the planned activities have been performed and/or the degree of the achievability of the objectives outlined.

The monitoring and evaluation of the execution of the rural development action plan is conducted in all the member countries of the EU in accordance with the respective Monitoring Framework²⁵. The main requirements for monitoring and evaluation are prescribed under the relevant directive²⁶.

The Common Monitoring and Evaluation System will be applied to the monitoring process of the Rural Development of Georgia Action Plan as well.

It is strongly advisable to present reporting in the format described below so as to effectively conduct monitoring activities.

Information Regarding Indicators and Budget Performance

The reporting on effective monitoring is prepared based upon the performance of the indicators and that of the budget. The submission of the report is carried out by the responsible authorities in compliance with a specific application form (see annex below). In the form given, the information to be written in the first three graphs is taken from the action plan. The rule for filling in other spaces is as follows:

- **Indicator Performance:** it is important that the information regarding indicator performance is provided in detail, with maximum precision and with the use of analogous terminology. The ambiguity of the information, as well as the presence of excessive information or lack thereof, can make it difficult to evaluate the extent of achievability of the performance of the work planned and/ or the performance of the indicators.

Other kinds of information that may be important regarding the indicator performance in order to obtain comprehensive information, has to be written separately in the graph labeled “program implemented”.

If the performance of the target indicators (annual) for midterm reporting of a specific period (e.g. the first quarter or in six months), due to logical reasons, would not be achieved and it was not planned either. (e.g., when preliminary works are necessary, expressing interests, or announcing a tender, dealing with project documentation and so forth), it is of significance all of that has to be described in the graph “program implemented” and there has to be referred to in concise terms (see: part of “program implemented”).

- **Budget Performance:** Owing to the fact that the action plan of the expected budget and performance indicators is determined for the whole period of the year, the activity comprised of different phases. Therefore, under certain circumstances it can be technically difficult to draw conclusions based on the report on indicator performance and the budget costs. As such, additional information has to be provided, as a rule, in the graph titled “program implemented”.
- **Programs implemented** (a short description): One should refer to important programs that have been implemented for the indicator achievement and/or the program implementation. Also, one should refer to the achievability of the foreseen indicators and the budget performance. If they seem to be unreal, in this case one should provide a detailed

²⁴As a result of the introduction of a System for Monitoring and Evaluation, the format for submitting a quarterly report will be changed.

²⁵Comment: Rural Development Program – RDP is the chief document of the rural policy in European countries, that is a complex and comprehensive document.

²⁶ Regulation (EU) No 1305/2013

explanation of the hindering factors for that under the graph “Indicators/ Budget Performance Hindering Factors and Risks”.

For example: the performance indicators of the activity - “The Infrastructural Development of General Secondary Institutions” –present to be the rehabilitation of up to 350 public schools and the building of up to six new schools and for that purpose 42 million GEL is allocated. In the interim report of the performance in the graph “indicator performance” the number of schools which have already been rehabilitated and built has to be written. In the budget performance, there has to be indicated the amount of money that has already been used. In the case that the rehabilitation/building of a certain number of schools has started and for the reporting year it has not been finished, this will not appear in the indicator performance, presumably, no amount of money will be paid either. For the evaluator, in order to have a clear and proper understanding, this amount and relevant definition will be referred to in the graph “programs implemented”.

- **Hindering Factors and Risks for Indicators/Budget Performance** (a short description): one should give a short description of the factors and circumstances that lead to the hindrance of the performance. In the case of budget expenditure, this cannot be considered as a delay and can be caused by the specific character of the activity concerned. For example, the reason behind it can be the following: the budget expenditure is not done for this concrete activity semi-annually, but it is done following the completion of the activity.
- **Compensating Measures for Avoiding Risks for Target Indicator and Expected Budget Performance:** it is very important to indicate the programs connected with the indicator performance, particularly on the occasion of when the performance is delayed or there are risks for the hindrance of the performance. The reflected activities oriented towards reducing the risks/eradicating any hindrances should be listed in the information.

Circumstances that have to be taken into consideration when working on the report

- Information has to be concrete and clear so as to avoid different interpretations as much as possible. In the case that content information must be provided, attention must be given to the factor connected to the indicator performance only
- Under the graphs there should not be any repetition of content information or content that is similar in character. In case at the moment of the reporting the quantity of the indicator is much less than the quantity expected (quantity that will be normal for the annual plan performance without delay), under a short description of indicators/ budget performance hindering factors and risks, details regarding the hindering circumstances should be provided in detail.
- In the indicator performance a number or a percent should be indicated. However, if the indicator performance is measured through different variables – new or current – in this case the name of the relevant variable should be noted next to the number or percent (Certainly, this is not about those indicators, where information is not represented in numbers). Do not copy the description of the project or program;
- If the indicator performance is represented with the use of several numbers (for example: 80 cooperatives have been equipped, 80 hives provided, 15 filters have been supplied), the information in numbers should be indicated in the same sequence;
- In the case that you would like to share the information in connection with the indicator regarding success or the experience gained, such information should not be written under the indicator performance graph or the programs implemented. It should be indicated under the comments graph or as a separate document that can be enclosed with the action plan.

Activity	Performance Indicator	Anticipated Budget	Performance Indicator	Budget Performance	Programs Implemented	Hindering Factors and Risks for the Performance of Indicators/Budget	Follow-up Steps/Planned Activities to Achieve Results
Support for the development of entrepreneurship	Support for building/expanding 150 enterprises	15,000.0	Forming/expansion of 30 enterprises has been supported, including: 1) 20 enterprises being created; 2) 10 enterprises being expanded	2,000.0	Despite the fact that only 30 enterprises have been supported, the implementation of the plan is realistic, exceeding the plan limit is also quite possible, since technical work for an additional 180 enterprises to be selected has been completed and they will soon be supported	For the purposes of gaining support, it is compulsory to present financial reporting in a specific format (small enterprises often find it difficult to meet that requirement).	The donor contract has been made regarding the fact that the enterprises selected will be provided technical assistance in preparing financial reporting. The commencement date of the technical assistance has not been announced so far.

Annex 8. Annual Report Form²⁷

1. Resume/Introduction

The section concerned provides brief information about the progress with respect to strategies with the associated objectives, based upon performance indicators, as well as information regarding the development of the implementation of important reforms in the area mentioned. Only the achievements that mark important events or acts should be presented. The importance of an event/act is determined by the scope of its impact upon the media outlets and what extent the attention has been attributed to on a political daily agenda. Note: the degree of intensity of the interest on the part of the civil society can also be taken into consideration. Charts, graphs and tables can be used in order to illustrate these achievements.

The resume is employed to keep the decision-makers, the wider audience or all interested parties informed.

2. Objective Performance

This section describes the progress regarding the performance of all the objectives associated with the relevant strategies. Information concerning the operation implemented in a specific year must also be provided. In cases of necessity, graphs and charts must be applied.

2.1. Progress with Respect to Each Objective (Name of Objective)

Progress with respect to the objective is described based upon performance indicators and acts. Information regarding whether the benchmark of the performance indicator has been achieved or not has to be presented. A description of the key reform implemented; as well as reasons behind the failure of the achievement of benchmarks also has to be presented. This gives us information enabling us to tell whether this strategy stands close to the benchmark or not.

Each subheading may contain the following information:

- 1) Evaluation of the major achievements through the application of performance indicators (diagrams have to be applied)
- 2) Successful histories
- 3) Evaluation of issues/challenges
- 4) Conclusions and follow-up steps

Action Plan

The report has to cover the information pertaining to the performance of each activity.

²⁷For more information see: "Handbook for Policy-Planning", Administration of the Government of Georgia, 2016, pp. 42-43

Annex 9. Final Report Form

1. Introduction

This section describes the general information in connection with priorities (e.g., priorities, number of programs, ministries participating in performance etc.)

2. A General View of the Final Work Plan of the Government

This section includes the following information:

- Overall progress with respect to the implementation of all the programs (including a schematic representation)
- Progress with respect to each priority measure (including a schematic representation)
- Progress in accordance with each ministry (including a schematic representation)

3. Suspended Projects and Programs

This section enlists programs that have been suspended, as well as the grounds for suspension and prolongation.

Annexes

Annex #1: Performance of the Action Plan in the Year of XXX.

In order to support the information presented above any annex can be enclosed with.

Annex 10. Informational Leaflet²⁸

Introduction

Reasons for the choice of rural development, strategy duration, strategy vision, priorities and objectives.

Target Groups

To identify the target groups (beneficiaries) of the rural development strategy – overall number, statistical information, gender, age, ethnic affiliation, region and so forth – to be graphically represented. The number of beneficiaries can be represented graphically according to the programs (in case of the presence of data).

Achievements/ Accomplishments

A short overview of achievements and accomplishments, statistical indices, represented graphically – the number of the projects implemented, in the case of trainings, there can be shown the index number of the increase of knowledge and a link with the rate of employment, the number of employees and so forth. This has to be done in accordance with the main performance indicators. A graphic representation can be added *to* but not *with* the separate break-down of all the programs. (There are many programs, and accordingly, it will be difficult to represent all of that via a one-page info graphic).

Budget

Co-financing by state, partner organizations and so forth. In addition, if possible, you must show the relationship between the program and the administrative costs, so as to highlight the link between effectiveness and productivity.

²⁸Informational Leaflet should be designed in the style of so-called info graphics. Except for the information discussed above, its representation in info graphics is dependent on data.

Annex 11. Change of the Indicator

Name of Indicator, which you are about to change (write indicator number as well)					
Priority Measure:					
Objective:					
Reason:					
Ground:					
Date:					
Name of New Indicator					
Priority Measure:					
Objective:					
Reason:					
Grounds:					
Date:					
Modification of Target Index:		2018 Year	2019 Year	2020 Year	Completion of Action Plan
	Renewed Target Index				
	Primary Target Index				
Grounds of Target Index:					
Date:					

Annex 12. Framework of the Performance Indicator (European Experience)

Over the last few years, EU member states have implemented rural development policies on the basis of integrated approaches and methods. A key part of this approach is to determine the performance indicators so as to evaluate the extent of success in the implementation of rural development plans, which is directly connected with the policy of the EU's scheme for funding the rural development. In addition, the performance framework determines the issue of payment for the allocation of performance reserve funds and that of the midterm performance report on the budget. For example, in 2019, the EU is planning to conduct discussions pertaining to 2014-2020 rural development policy performance in accordance with an annual report and performance framework. The EU member countries' performance framework includes information regarding the budget performance, as well as the indicators' performance.

The EU sets the following rules for member states, A priority will be deemed to have achieved its milestone in the following cases:

- if there are no more than two indicators in the performance framework related to a priority, all indicators have achieved at least 85% of their milestone value by the end of 2018

Or

- if there are three or more indicators in the performance framework related to a priority, all indicators except for one have achieved at least 85% of their milestone value by the end of 2018 and the one indicator which has not achieved 85% of its milestone value has achieved at least 75% of its milestone value.

The European experience, in the course of the performance of indicators, focuses on budget sources and evaluates performance with respect to the target planned, according to each budget source and region.

In the case that there is a failure of performance regarding the target achievement rate for the events planned, the following is expected to become the order of the day: the targets will be amended and the issue of money regarding its allocation to other priorities will be reviewed (it can take place within the priority itself, as well as through its replacement in other priorities). The relationship between the member states and the EU is mediated by the relevant regulations.

The regulations of the EU also establish circumstances that may cause a suspension of funding, in particular:

- The priority performance in the performance framework with respect to the target achievement rate shows that there is a serious failure, a delay relating only to financial indicators, output indicators and key implementation steps set out in the performance framework.

A priority performance is in danger of failing to achieve the targets set out in the performance framework in the following cases:

- if there are no more than two indicators in the performance framework related to a priority and any of these two indicators has failed to achieve at least 65% of the target value by the end of 2018

or

- if there are more than two indicators in the performance framework related to a priority and at least two of these indicators have failed to achieve at least 65% of the target value by the end of 2018.

If a priority concerns more than one fund providing support under the cohesion policy or more than one category of region, the achievement of targets has to be assessed separately for each fund or each category of region within that

priority, taking into account the report on indicators, their targets, and their achievement values broken down by fund and category of region.

- The serious failure is due to clearly identified implementation weaknesses.
- The Commission has communicated the clearly identified implementation weaknesses previously to the managing authority following close consultation with the member state concerned. The commission can, for instance, do this following the receipt of the Annual Implementation Report, during the annual review meeting or at any time during program implementation.
- The member state has failed to take the necessary corrective action to address such weaknesses.

A decision to suspend payments may be adopted not earlier than five months after the clearly identified weaknesses have been communicated. The suspension will be lifted without delay when the member state has taken the necessary corrective actions. The scope of suspension, as well as whether the actions taken by the member state meets the requirements to withhold the suspension or lift it once it has been applied, will be decided on a case-by-case basis.

It is noteworthy that performance is mainly evaluated through the application of output indicators by the European Union countries. The EU examines the performance indicators twice a programming period (this is dependent on their performance framework).

Annex 13: ENPARD III Georgia - Indicative list of result indicators²⁹

The inputs, the expected direct and induced outputs and all the indicators, targets and baselines included in the list of result indicators are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The table with the indicative list of result indicators will evolve during the lifetime of the action: new columns will be added for intermediary targets (milestones) when it is relevant and for reporting purposes on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification
Overall objective: Impact	To assist the government of Georgia in eradicating poverty, promoting sustainable and inclusive growth and consolidating and improving democratic and economic governance	Reduction of absolute rural poverty**	21.3% (2016)	Reduced to at least 20% (2020)	GEOSTAT statistics
Specific objective(s): Outcome(s)	Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded	Average monthly income per household in rural areas*	924 GEL (2016)	No less than 1,024 GEL (2020)	GEOSTAT statistics
		Unemployment rate (disaggregated by sex, rural/urban)**	8.8% female/14.2% male; 21.1% urban/5.0% rural (2016)	Reduced to at least 12 % average (2020) (disaggregated targets agreed during baseline)	GEOSTAT statistics
		Percentage (self) employment among vocational education (VET) graduates disaggregated by sex, economic and other vulnerabilities*	47% (2015)	At least 57% (2020)	Tracer study conducted by MoES; RDAP 2018-2020 M&E data

²⁹Indicators aligned with the relevant programming document are marked with '*' and indicators aligned to the EU Results Framework with '**'.

Induced outputs	National and sub-national systems and institutions enabled to achieve the structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive	Percentage of people employed in non-agriculture as part of total employment in rural areas Number of new policies, systems, institutional measures at national and subnational levels to generate/strengthen employment and livelihoods**	26.6.% (2016) ^ϕ Three policies/ programmes (2014) ³⁰	At least 28% (2020) At least 2 new policies related to rural development adopted (2020)	GEOSTAT statistics RDAP 2018-2020 M&E data
	Institutional capacity improved for the implementation of the Rural Development Strategy	Level of skills and knowledge of rural development policy and delivery mechanisms within the public sector and stakeholders*	Situation prevailing in 2016 ^ϕ	Enhanced level of skills and knowledge of rural development (2020)	RDAP 2018-2020 M&E data
	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification
	Improved rural economic diversification, employment and services	Gross number of jobs created in rural areas with support from the programme, disaggregated by sex* Number of people benefitting from rural advisory services, VET/ skills development with support from the programme, disaggregated by sex**	Zero (2016) ^ϕ Zero (2016) ^ϕ	Target agreed during baseline (2020) Target agreed during baseline (2020)	Baseline report data, GEOSTAT statistics, RDAP 2018-2020 M&E data Baseline report data, GEOSTAT statistics, RDAP 2018-2020 M&E data
Direct outputs	Enhanced competitiveness of agriculture	Agricultural value added per hectare in areas supported by the programme**	Zero (2016) ^ϕ	Target agreed during baseline (2020)	Baseline report data, GEOSTAT statistics, RDAP 2018-2020 M&E data
		Number of food quality schemes adopted by farmers with support from the programme**	Zero (2016) ^ϕ	Target agreed during baseline (2020)	Baseline report data, GEOSTAT statistics, RDAP 2018-2020 M&E data
	Improved environment, sustainable management of natural resources and climate action	Number of hectares of agricultural and pastoral ecosystems where sustainable and climate-resilient management practices have been introduced with support from the programme**	Zero (2016) ^ϕ	Target agreed during baseline (2020)	Baseline report data, GEOSTAT statistics, RDAP 2018-2020 M&E data

³⁰Including support to private sector development and agricultural loan programmes (Ministry of Environmental Protection and Agriculture), support to cooperatives, ICCs and produce in Georgia (Ministry of Economy and Sustainable Development), EDA and GNITA programmes

		Number of hectares of forest and protected areas where sustainable and climate-resilient management practices have been introduced with support from the programme**	Zero (2016) ^φ	Target agreed during baseline (2020)	Baseline report data, GEOSTAT statistics, RDAP 2018-2020 M&E data
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φ Baseline data including specific data for all indicators and associated M&E system will be developed during the planning phase of the programme