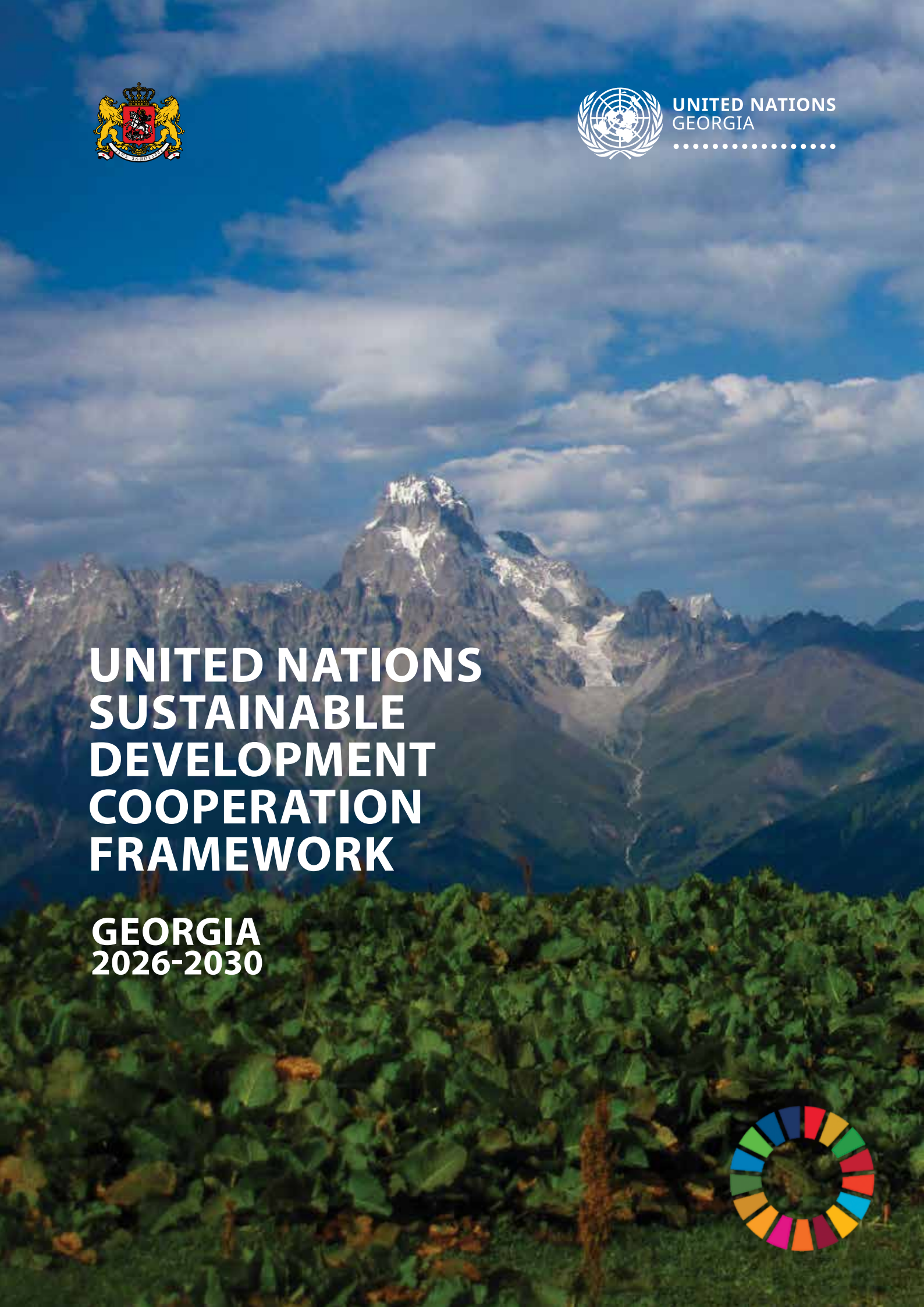

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UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK

GEORGIA
2026-2030

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UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK

GEORGIA
2026-2030

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JOINT STATEMENT AND SIGNATURE PAGE

The Government of Georgia and the UN Country Team in Georgia reaffirm their shared commitment to forge a dynamic partnership that will drive progress towards Georgia's national development priorities and the 2030 Agenda for Sustainable Development. Together, we pledge to work for the benefit of the people of Georgia to foster an inclusive, prosperous, and sustainable future where every person can reach their full potential.

Building on the success of our past cooperation, the United Nations Sustainable Development Cooperation Framework (from now on UN Cooperation Framework) will guide the work of the UN development system agencies in Georgia between 2026 and 2030.

The Government's and UN's joint efforts will be guided by the principles of the 2030 Agenda for Sustainable Development, emphasizing national ownership, transparency, and mutual respect.

In signing hereafter, the Government of Georgia and members of the United Nations Country Team, endorse the UN Cooperation Framework and underscore their joint commitment towards the achievement of its results.

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Prime Minister of Georgia

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EXECUTIVE SUMMARY

The 2026-2030 United Nations Sustainable Development Cooperation Framework for Georgia sets out the strategic vision and collective commitment of the UN system to support the country's sustainable development priorities in alignment with the 2030 Agenda. It is the result of a comprehensive and inclusive design process, co-led by the Government of Georgia and the UN Country Team, and informed by extensive consultations with civil society, academia, youth, private sector, and development partners.

Georgia has made notable progress as an upper-middle-income country, with strong economic growth, expanded universal healthcare, and significant investments in green energy and education. However, persistent challenges remain, including the urban–rural divide, demographic decline, youth unemployment, gender inequality, vulnerability to climate change, and unresolved conflict that severely affects the people in Abkhazia, Georgia and the Tskhinvali Region/South Ossetia, Georgia. These complex and interlinked issues require integrated and transformative solutions to ensure inclusive and sustainable development.

The Cooperation Framework was developed through a participatory and iterative process, grounded in a comprehensive Country Analysis and guided by systems thinking and foresight methodologies. The overarching Theory of Change identifies four interconnected pathways for change:

1. Inclusive Growth and Green Transition
2. Human Development through Education, Health, and Social Protection
3. Governance, Human Rights, Gender Equality, and Social Cohesion
4. An Enabling Environment for Peace

These pathways are underpinned by the UN's global programming principles: leaving no one behind, human rights-based approach, gender equality and women's empowerment, resilience, sustainability, and accountability. Cross-cutting themes include youth empowerment, human mobility, and digital transformation.

The UN system commits to contributing to these change pathways through the following outcomes:

Outcome 1: By 2030, people in Georgia, especially those living in rural areas, benefit from a growing, more diversified, green and inclusive economy, and a healthier environment more resilient to climate change and natural hazards.

UN contributions include support for competitive MSMEs development, inclusive labour markets and rural economies, climate resilient and risk informed development, agri-food systems, environmental governance, digital innovation, improved connectivity and deeper value chains.

Outcome 2: By 2030, people in Georgia enjoy improved learning outcomes, healthier lives and reduced vulnerabilities, supported by comprehensive social protection, thereby bridging the rural-urban divide.

The UN will focus on inclusive education systems, universal health coverage, mental health, and comprehensive social protection across the life cycle.

Outcome 3: By 2030, people in Georgia benefit from a more decentralized and inclusive governance system, with stronger human rights protections, gender equality, and enhanced social cohesion.

The UN aims to strengthen human rights institutions, gender equality mechanisms, civic space, and participatory governance.

Outcome 4: By 2030, people affected by conflict, including IDPs, enjoy enhanced engagement, trust, and resilience for an enabling environment for peace, across dividing lines.

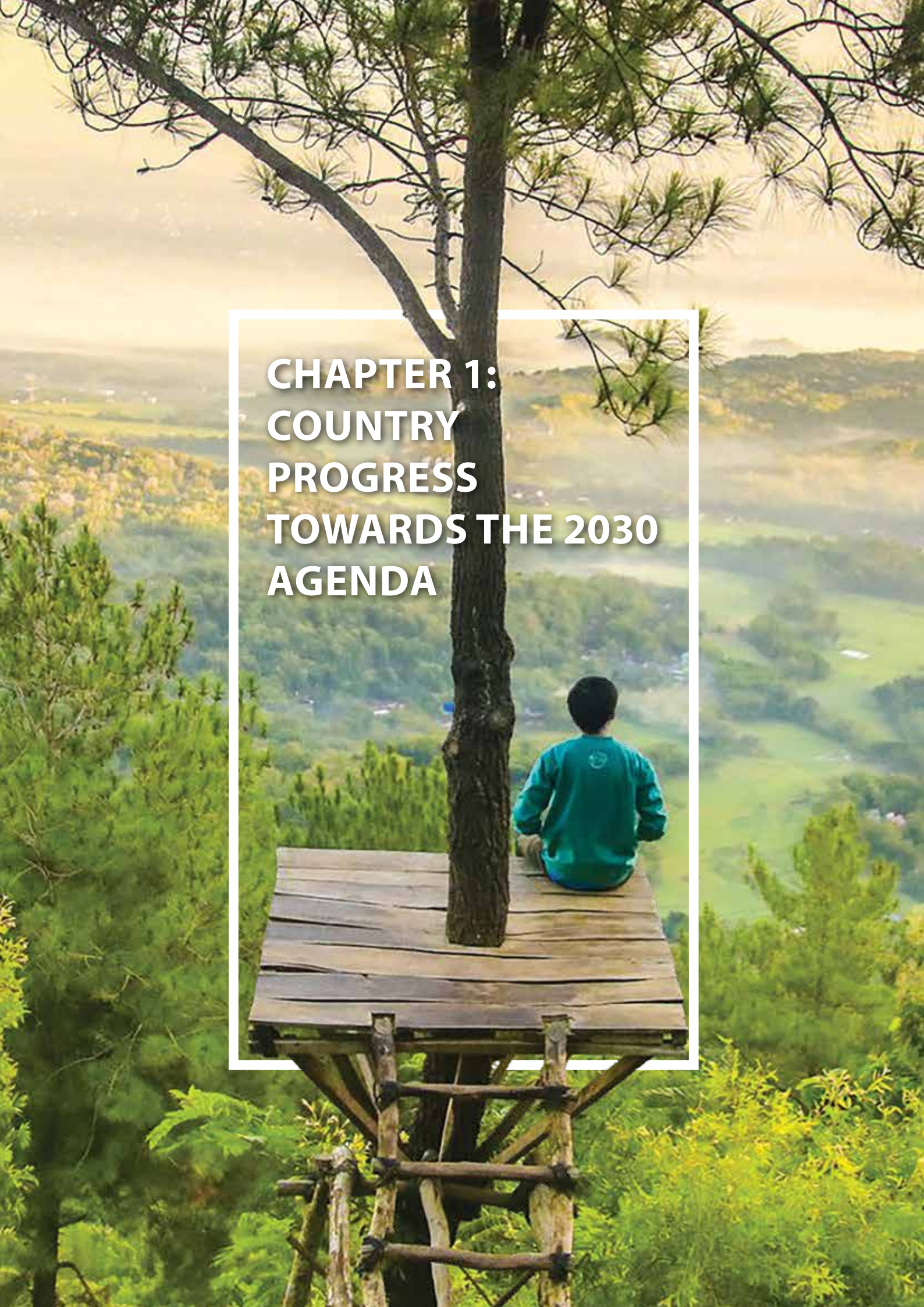
UN's contributions include expanding dialogue platforms, enhancing access to services and livelihoods, and protecting human rights across dividing lines.

The Cooperation Framework will be governed by a Joint National-UN Steering Committee (JSC), co-chaired by the Prime Minister or senior delegated official and the UN Resident Coordinator, providing strategic oversight and annual reviews. Implementation will be led by the UN Country Team through four Results Groups, each aligned with one outcome, and supported by thematic coordination groups, a Monitoring, Evaluation and Learning (MEL) Group, a UN Communication Group and the Operations Management Team.

Joint Workplans will operationalize the framework, supported by a Multi-Year Funding Framework and a Resource Mobilization and Partnership Strategy. Monitoring and evaluation will be aligned with national SDG processes, leveraging the UN INFO platform and national statistics. An independent evaluation will be conducted in the penultimate year to inform the next Cooperation Framework cycle.

LIST OF ACRONYMS

CSO	Civil Society Organization
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization of the United Nations
IDPs	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
ITU	International Telecommunication Union
JSC	Joint National-UN Steering Committee of the Cooperation Framework
JWP	Joint Work Plan
MEL	Monitoring, Evaluation and Learning
MSMEs	Micro, Small and Medium Enterprises
NDC	Nationally Determined Contribution under the Paris Agreement on climate change
OHCHR	Office of the United Nations High Commissioner for Human Rights
OMT	Operations Management Team
PISA	Programme for International Student Assessment of the Organisation for Economic Co-operation and Development (OECD)
PSEA	Protection from Sexual Exploitation and Abuse
RCO	UN Resident Coordinator's Office
SDGs	Sustainable Development Goals under the 2030 Agenda for Sustainable Development adopted by all UN Member States in 2015
UN INFO	United Nations Information Platform
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UPR	Universal Periodic Review of obligations and commitments by the UN Human Rights Council
VNR	Voluntary National Review of country progress on the SDGs
WHO	World Health Organization



CHAPTER 1: COUNTRY PROGRESS TOWARDS THE 2030 AGENDA

The present Cooperation Framework has been informed by comprehensive analyses of the situation for sustainable development in Georgia conducted by the Government and independently by the UN. It is broadly aligned with the Government's Vision 2030 development strategy and the 2025-2028 Government Programme. This chapter draws on those reports to highlight notable key achievements and challenges.[1] As a fast-growing upper-middle-income country, Georgia has made significant progress towards sustainable development and the 2030 Agenda. For example, poverty rates have been reduced, universal healthcare has expanded, and investments in green energy infrastructure have increased. These achievements were realized despite external challenges such as the COVID-19 pandemic and geopolitical uncertainty, not least due to the ongoing Russia-Ukraine war. GDP growth hit a decade-high 11% in 2022 and remained strong through 2025. Coupled with social policies, this contributed to a fall in the national poverty rate from 37% in 2010 to less than 10% in 2024, while extreme poverty dropped from over 23% to less than 6% by 2023 according to the World Bank's definition. Inequality, as measured by the Gini coefficient, has also trended downward overall. The pension reform established a universal pillar for old-age income security and contributed to the decline in poverty.

Georgia also showed notable social development improvements in health and education. The infant mortality rate decreased by 69% between 2000 and 2023, largely thanks to expanded immunization, with a 94% coverage rate of the routine childhood vaccination programme. The maternal mortality ratio has stood at around 25 per 100,000 live births on average over the past decade, double the European average of 13. Primary and secondary school enrolment was sustained at high levels, and large-scale initiatives were launched to improve educational infrastructure, for example rehabilitating 800 schools by 2026. Public spending on education stood at 3.8% of GDP in 2022, up from only 2% in the early 2000s, but short of the EU average of 5% and of the stated policy target to reach 6% by 2030. Universal health coverage has been established and expanded, improving access to quality healthcare. In early 2025, Georgia achieved a public health milestone by being declared malaria-free by WHO, and it has earned international recognition for its hepatitis-C elimination programme.

Georgia has set ambitious targets for climate action and environmental sustainability. It committed to carbon neutrality by 2050 – with a roadmap for implementation enshrined in the Long-Term Low-Emission Development Strategy (LT-LEDS) – and expanded protected natural areas with the aim to protect 25% of ecosystems by 2030. Georgia's unique Colchic rainforests and wetlands were inscribed as a UNESCO World Heritage Site in 2021, reflecting efforts to safeguard biodiversity.

Reforms have been launched in public administration, decentralization, education, and other areas. Georgia has cooperated with international human rights mechanisms and adopted the 2022-2030 National Human Rights Strategy. The Public Defender enjoys top "A-status" accreditation since 2018. The 17 Sustainable Development Goals (SDGs) have been integrated into national policy documents, including at the municipal level.

Overall, Georgia's progress on specific SDG Indicators shows significant advancements in several areas, notably health (SDG 3); affordable

1 For the Government's Voluntary National Review of 2030 Agenda implementation, see https://sdg.gov.ge/text-page/46. For the UN's Country Analysis, see https://georgia.un.org/en/303003-georgia-country-analysis-summary-report.

and clean energy (SDG 7); decent work and economic growth (SDG 8); industry, innovation and infrastructure (SDG 9), and partnerships for the goals (SDG 17). More limited results have been achieved in gender equality (SDG 5); reduced inequalities (SDG 10); sustainable cities and communities (SDG 11); and responsible consumption and production (SDG 12). For many SDG targets, there is insufficient data to evaluate progress.

Notwithstanding these achievements, significant development challenges persist. The enduring urban–rural divide is a deeply rooted structural challenge in Georgia which cuts across almost all aspects of sustainable development. Rural towns and communities lag behind urban centres in access to quality education, healthcare, infrastructure, and economic opportunities. Poverty is higher in rural areas, while labour force participation rates are lower, and many rural households rely on subsistence farming and social transfers. While absolute poverty has declined overall, relative poverty remains almost stagnant at around 20% of the population, although it has fallen slightly in recent years. In fact, for the poorest rural households, relative poverty rates have even increased, highlighting how geographic inequality and social exclusion overlap. Children are especially vulnerable as seen in the child poverty rate which has stood about 10 percentage points higher than the rate among pensioners, although the gap has narrowed in recent years to a little over 5 percentage points in 2024. Many workers remain in the informal sector, not least women in the care economy. While the social protection system has been expanded, it remains relatively fragmented, does not provide integrated life-cycle support, and largely excludes informal workers. Policies that promote inclusive development are needed to overcome this divide and live up to the promise of leaving no one behind. Such reforms also have the potential to reduce the risk of the 'middle-income trap' by promoting long-term human capital development and productivity growth.

Upgrading transport and energy connectivity has emerged as one of the central themes of economic development in the South Caucasus, and Georgia's geographic position along the Middle Corridor creates strategic opportunities for infrastructure investments that can be leveraged for SDG acceleration. The full realization of the potential will require efforts to reduce bottlenecks, expand trade infrastructure, and strengthen soft connectivity through more integrated and streamlined trade and customs facilitation, intermodal transport solutions, and international regulatory harmonization. Energy connectivity is another key priority, with the flagship Black Sea Submarine Cable poised to connect the South Caucasus with the European electricity market, increasing the export potential for renewable energy in the whole region.

The ambitious goals for climate and environmental policy require urgent implementation measures: stronger disaster risk reduction, climate-resilient infrastructure, and sustainable natural resource management are needed to protect communities – especially rural and mountain populations – from climate shocks and can also foster the green transition by creating new economic opportunities. Environmental issues like air pollution and deforestation also pose health and livelihood risks. It is important to equip workers, communities and authorities with the right skills for this transition to fully realize this strategic opportunity.

Georgia also faces the need to strengthen its demographic resilience. Its population has been shrinking due to emigration and low birth rates, resulting in a rapidly ageing society. Over 160,000 citizens of Georgia emigrated in 2023 alone – especially youth and working-age adults – depleting the skilled workforce and contributing to labour shortages. Meanwhile, net migration has been offset by significant immigration in recent

years, bringing opportunities for economic renewal and presenting considerations for integration and social cohesion. At the same time, youth unemployment and inactivity remain problematic: roughly one in four young people (aged 15–29) is neither in education, employment, nor training (NEETs). There is a gender gap that increases with age: in the 15-24 cohort, men and women are equally likely to be in this category (17.5% each in 2024), while in the 15-29 cohort, 27% of women are in this category compared to 21% of men. Educational outcomes lag significantly – a majority of 15-year-olds fail basic proficiency in reading, math and science, per PISA test results. This combination of emigration, skills mismatch, and limited opportunities for youth threatens future growth and social stability. Strengthening human capital through better education and job opportunities is an urgent need. Youth engagement needs to be integrated across thematic areas.

Gender inequality persists in the labour market and in both public and private life. Women's labour force participation (about 45%) is far below men's (66%), due in part to care responsibilities and social norms limiting women's opportunities, especially in rural areas and among ethnic minorities. In 2024, the unadjusted monthly pay gap for women was 32% less pay than for men, whereas the pay gap adjusted for demographic factors like age and location stood at 21% While Georgia has ratified most core human rights conventions and adopted legal strategies to address this issue, entrenched social norms, as well as limited childcare and family support continue to restrict women's empowerment. Additionally, persons with disabilities and minority groups face barriers in access to services and employment, often exacerbated by insufficient data and analysis of their needs, and societal attitudes that may stigmatize persons with disabilities.

Georgia was granted EU candidacy status by the European Council in December 2023. Recent years saw heightened political tensions, which risk diverting attention from reforms and pose a challenge for sustainable development. Decentralization has brought tangible results since the reform started, although local governments often lack capacity and resources to deliver services equally across municipalities. The situation in and around Abkhazia, Georgia and the Tskhinvali Region/South Ossetia, Georgia, continues to pose political, military and security risks. Conflict-affected people remain vulnerable and marginalized due to the unresolved conflict.

All these challenges are highly interlinked and mutually reinforcing. For example, bridging the urban–rural gap will contribute to poverty reduction and gender equality by bringing services and jobs closer to those left behind, while green transition efforts can create new economic opportunities in rural regions. By pursuing inclusive economic growth, social equity, effective governance, environmental sustainability, and youth empowerment, Georgia's policymakers and UN partners aim to accelerate progress on all dimensions of the 2030 Agenda.

CHAPTER 2: UN DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA

The UN Sustainable Development Cooperation Framework is the central planning and implementation tool guiding the UN's development work in each country in which the UN operates. It aligns UN support with national priorities and the 2030 Agenda, serving as a strategic, results-based partnership framework co-created with government and other stakeholders. As a cornerstone of UN development system reform, the Cooperation Framework enhances coherence, accountability, and impact by unifying efforts of various UN Development System entities under a single strategy. At the country level, it is a vital tool for inclusive planning, resource mobilization, and monitoring progress toward sustainable development, while remaining adaptable to emerging challenges.

This Cooperation Framework was jointly developed through extensive consultations with the Government of Georgia and other national stakeholders, aligned to the country's national priorities. The independent evaluation of the 2021-2025 Cooperation Framework underlined the importance of revitalizing the UN position and achieving greater strategic focus and embracing innovation, strengthening private sector engagement, and fostering greater inclusivity. These recommendations guided the strategic prioritization process, and the design of the results framework of this Cooperation Framework.

Inclusivity characterized this planning process from the outset. The document was co-created in an iterative process by the UN Country Team (UNCT) in Georgia and the Government of Georgia, through the guidance and overall coordination of the Administration of the Government. The private sector, civil society, social partners, academia, youth groups, and international development partners were also engaged in participatory sessions, where initial planned results for UN contribution were shared and discussed. These sessions confirmed the relevance of the results pursued under the Cooperation Framework and provided an opportunity to explore potential partnerships and synergies across stakeholders' groups.

2.1. FROM COUNTRY ANALYSIS TO COOPERATION FRAMEWORK PRIORITIES

The UNCT, with support from the wider UN Development System, conducted a comprehensive Country Analysis as part of its strategic planning process leading up to the design of this Cooperation Framework. The Country Analysis aimed to identify the most important constraints in following a sustainable development path from the perspective of Georgia's national development ambitions and of the normative standards to which Georgia has committed as a UN member state, including the 2030 Agenda and its SDGs. The key focus of the analysis was to enhance the understanding of the integrated and interlinked nature of all areas of sustainable development through the application of systems thinking and foresight methodologies. The analysis identified five main themes that can drive change and offer potential solutions to existing challenges:

1. Inclusive economic development as a driver for human capital development
2. Overcoming the urban-rural divide to promote inclusive growth
3. Good governance and human rights for a peaceful and inclusive society
4. A green and just transition for climate adaptation and resilience
5. Ensuring a promising future for Georgia's youth.

In early April 2025, the UNCT convened a strategic planning retreat to define the UN's positioning and prioritize solutions emerging from the Country Analysis. This retreat served as a pivotal moment for reflection and strategic alignment, as participants assessed the UN system's strengths, weaknesses, opportunities,

and threats in relation to Georgia's sustainable development goals. The development solutions were evaluated through two critical lenses: 1) their transformational potential to drive deep, systemic, and sustainable change aligned with national priorities and the SDGs; and 2) their alignment with the six guiding principles underpinning all UN work on sustainable development: *leaving no one behind* (LNOB); *the human rights-based approach* (HRBA); *gender equality and women's empowerment* (GEWE); *resilience* to shocks such as natural disasters, conflict, pandemics, and price fluctuations; *sustainability* through the strengthening of capacities of national and sub-national institutions; and *accountability* for achieving the goals.

As the next fundamental step in this prioritization process, the UN engaged in a series of consultations with the Government of Georgia to define the four actionable priorities for future UN development support to the country. Further consultations with civil society organizations, social partners, private sector actors, academia, youth groups and international development partners played a crucial role in validating and enriching the proposed areas of work. These dialogues helped to validate the UN's strategic planning direction and ensured that the proposed Cooperation Framework is inclusive, responsive, and reflective of a broad spectrum of stakeholder insights. At the same time, these consultations highlighted the need to integrate systematically a multitude of perspectives on sustainable development to scale up initiatives, achieve results with strategic impact, and foster stronger partnerships, including on financing for development.

This comprehensive consultative process guided the UN in the definition of the four outcomes of this Cooperation Framework and UN's contributions to the realization of the outcomes.

2.2. THEORY OF CHANGE FOR THE COOPERATION FRAMEWORK PRIORITIES

Georgia's transition to an upper middle-income country, characterized by robust and capable institutions, a growing economy, and reduced reliance on international development assistance, calls for a strategic shift of the UN value proposition in Georgia towards key reform advisory services, enhanced knowledge management, and stronger transformational partnerships with both governmental and non-governmental stakeholders. As highlighted in the evaluation of the 2021-2025 Cooperation Framework, the impact of UN's development support could be strengthened by better alignment of its strategic focus with Georgia's economic growth trajectory, strengthening partnerships with the private sector, embracing innovation, and promoting greater inclusion.

These considerations guided the identification of the solution pathways for UN contributions under this Cooperation Framework, under the overarching objective of reducing the rural-urban divide, through inclusive, green development.

The overall theory of change for Georgia's progress towards the SDGs is premised on the interconnectedness of the main components of the 2030 Agenda for sustainable development, and more specifically People, Prosperity, Planet, Partnership, and Peace. Recognizing that sustainable economic growth is inseparable from environmental protection and climate action, this Framework positions these priorities as a unified and essential pillar of its theory of change. It embraces green growth not only as a necessity but as a powerful opportunity to create decent work and sustainable livelihoods. By integrating climate considerations into economic planning, Georgia can enhance its resilience, unlock new economic opportunities, and responsibly harness its natural resources with future generations in mind. This approach also paves the way for revitalizing rural

economy through climate-smart agriculture, marking a holistic shift toward a more prosperous and sustainable future.

Neither the economy nor the planet can truly thrive if the people who inhabit it are unable to realize their full potential throughout their lives. In the context of Georgia, this means ensuring that all people, wherever they live, can expand their learning outcomes, live healthier lives and be supported by a comprehensive social protection system. Lifelong learning opportunities will also ensure that people, especially youth and older people, have the skills required by an evolving labour market, supporting economic development and inclusion.

To reduce the urban-rural divide and support Georgia in its efforts to maintain peace and foster social cohesion, the change pathway includes furthering decentralization to make service delivery more efficient and well-targeted at the local level and bring the decision-making closer to the people; enhancing access to effective justice and remedies to ensure that all individuals receive legal support and fair treatment; and strengthening the rule of law and reducing social tensions. Establishing strong human rights institutions that operate with transparency and accountability is also considered essential to safeguard freedoms and enforce protections, thus leading to greater social cohesion. Likewise, strengthening legal tools and promoting behavioural change for gender equality will enable greater women's participation in public life. Expanding the civic space and fostering participatory systems would allow for more meaningful public engagement, leading to more efficient, accountable decision-making and a sense of shared responsibility that can catalyse progress, promote inclusion and reduce social divides.

Lastly, and of equal importance, Georgia's journey toward a sustainable, peaceful and resilient future hinges on fostering trust between communities divided by conflict and on ensuring access to essential services, viable livelihoods, and the full protection of human rights to all conflict-affected people.

The changes described above, to which the UN aspires to contribute, are closely interconnected. For example, a cleaner environment and higher resilience to climate-induced disasters would lead to healthier lives. An education system that is fit-for-purpose and delivers the skill set required by an evolving labour market would contribute to private sector development and economic growth. Improved governance, including at the local level, means also more effective natural resources management and efficient service delivery. Expanding civic space would empower citizens to demand and access effective education, health, and other social services. Rights-based policies will create a conducive environment for people to prosper, lead dignified lives and adapt to the demographic transition. Demographic resilience can be strengthened through comprehensive policies that integrate reproductive health rights, strategic investments in human capital and access to adequate housing. This theory of change seeks to embed in Georgia's development pathway the six transitions identified by the UN globally as integrated areas for priority investments to fulfil the promises of the 2030 Agenda: 1) food systems; 2) energy access and affordability; 3) digital connectivity; 4) education; 5) jobs and social protection; and 6) climate change, biodiversity loss and pollution.[2]

2 The six transitions were defined in 2023 by the UN Sustainable Development Group as investment pathways to promote integrated policy approaches for SDG acceleration: https://unsdg.un.org/resources/six-transitions-investment-pathways-deliver-sdgs

The theory of change also acknowledges the importance of harnessing the development potential of migration, which requires effective policies, engaging the diaspora, and supporting integration and social protection of people on the move, including those who are forcibly displaced.

Based on the above overall theory of change, the UN, together with Government of Georgia and other partners, identified four main priority areas for UN contribution. The first priority area focuses on inclusive growth and green transition, the second on human capital development, the third on governance, human rights, and expanding civic space, and the last on the well-being of conflict-affected people and the promotion of an enabling environment for peace.

The UN system will contribute to the realization of this theory of change leveraging several enablers for the UN's value proposition in Georgia:

1. Innovation: capitalizing on innovative approaches to unfold transformative changes in all priority areas, whether leveraging digital transformation for effective service delivery or enhancing platforms to engage women and youth in decision-making and peace building.
2. Quality data: promoting availability of timely, reliable, and disaggregated data to inform and promote key policies and practices to advance sustainable development.
3. Integrated policy advice: a key role UN role in an upper-middle income country to support priority reforms in an integrated rights-based manner, across different sectors and levels of governance.

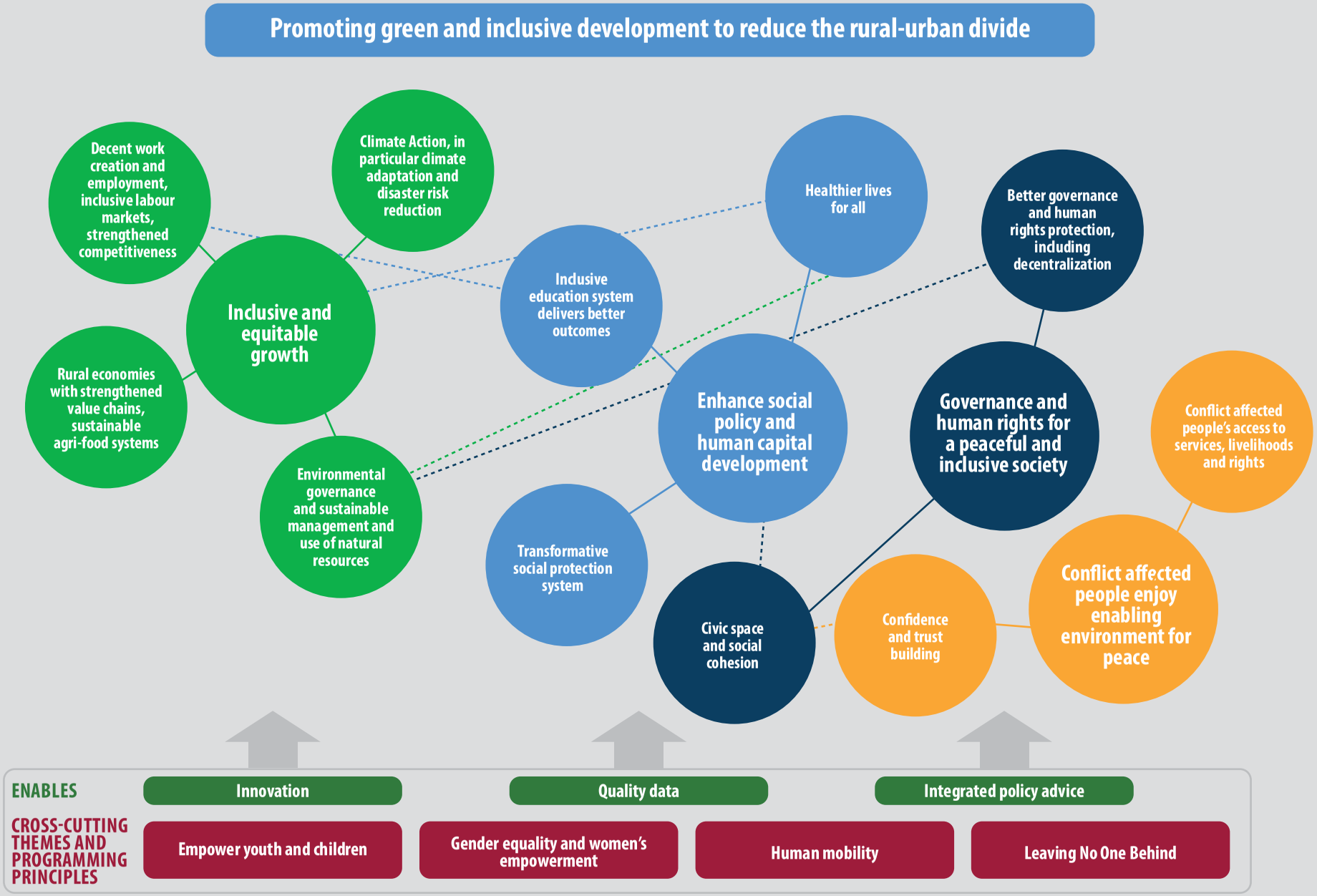
There are also several cross-cutting themes, linked to the UN programming principles that will underpin the implementation of the Cooperation Framework across its outcomes:

1. Empowering youth and children
2. Gender equality and women's empowerment
3. Human mobility
4. Leaving no one behind

These approaches are mutually reinforcing and imply that the changes to which the Cooperation Framework is expected to contribute cannot be realized without mainstreaming these considerations into all development interventions.

The theory of change underlying the envisaged development pathway for each of the four outcomes is further elaborated below.

FIGURE 1: THEORY OF CHANGE



2.3. COOPERATION FRAMEWORK OUTCOMES AND PARTNERSHIPS

Outcome 1

INCLUSIVE GROWTH, GREEN TRANSITION AND CLIMATE RESILIENCE

BY 2030, PEOPLE IN GEORGIA, ESPECIALLY THOSE LIVING IN RURAL AREAS, BENEFIT FROM A GROWING, MORE DIVERSIFIED, GREEN AND INCLUSIVE ECONOMY, AND A HEALTHIER ENVIRONMENT MORE RESILIENT TO CLIMATE CHANGE AND NATURAL HAZARDS

OUTPUT 1.1:
Improved enabling environment for inclusive, sustainable and digital economic development, delivering decent jobs, more competitive MSMEs, and fostering women's economic empowerment

OUTPUT 1.2:
Relevant institutions, rural communities and businesses have enhanced capacities to promote and participate in a diversified, green, competitive, and inclusive rural economy, and in sustainable agri-food systems

OUTPUT 1.3:
Capacities of institutions and communities are enhanced for inclusive climate action, disaster risk reduction, and resilient, risk-informed development

OUTPUT 1.4:
National and local institutions and communities have adequate capacities and tools to advance environmental governance, protect biodiversity, manage natural resources sustainably, and reduce pollution

This Outcome reflects a holistic development vision that integrates inclusive economic growth and environmental sustainability. It acknowledges that in Georgia people in rural areas require targeted support as they currently have fewer pathways to benefit from economic opportunities and are more immediately affected by environmental degradation and climate change. It also implies placing low-emission and climate-resilient agriculture at the centre of rural development and integrated value chain development, including in non-agricultural sectors. Other important structural challenges addressed by this Outcome include the relatively large share of workers in the informal sector, the low participation of women in the labour market, and the high proportion of youth not in employment, education or training.

Theory of Change for the realization of Outcome 1

Georgia's current development trajectory faces several challenges: economic growth remains geographically uneven, with underdeveloped rural areas; environmental degradation threatens long-term sustainability; demographic shifts, including population ageing and emigration, increase the likelihood of future fiscal and labour market pressures; agriculture remains unattractive for the youth, with low profitability for small scale producers and stagnant crop yields; and climate change poses increasing risks to infrastructure, livelihoods, and ecosystems. In general, the share of agriculture in the economy is expected to decrease in a developing country, and there is a

need for modernization and skills development to strengthen productivity and competitiveness. Income inequality and gender disparities in asset ownership significantly limit women's access to economic opportunities, while the disproportionate responsibility for unpaid care work continues to undermine participation in the labour market. At the same time, the country is well positioned to address these challenges strategically and leverage existing economic strengths – including in renewable energy and expanding regional connectivity – and the opportunities offered by the green transition. To overcome these challenges, Georgia would benefit from embracing policies that ensure that growth is inclusive and reaches marginalized populations; and migration-sensitive labour and social policies that foster demographic resilience and human-capital investments; and by embedding environmental and climate resilience into all aspects of development planning. Labour market inclusion would benefit from reforms anchored in labour rights and strengthening social dialogue, on issues such as formalization of the care economy.

To build a more inclusive and sustainable economy in Georgia by 2030, a series of interconnected changes must be implemented across economic, social, and environmental domains:

1. **Labour market activation and increased women's participation**: activating the labour market through employment-promoting policies and embedding just transition measures is essential for inclusive growth. This includes increasing women's participation, reskilling workers in carbon-intensive sectors, and providing training aligned with green jobs. This must be supported by education and training systems that equip people with skills aligned to current and future job market demands, being responsive to the care economy and grounded in the protection of labour rights and decent work.

2. **Competitiveness, innovation, and connectivity**: strengthening the innovation and technology ecosystem, improving trade and transport connectivity, and developing value chains will boost productivity and open new economic opportunities, including in rural areas. Reinforcing the legal and institutional framework for competition and consumer protection will ensure fair markets, safeguard consumers, and create a level playing field for businesses, including medium, small and micro enterprises (MSMEs), including for women's owned businesses

3. **Leveraging the potential of the Middle Corridor for SDG acceleration**: infrastructure investments in transport and electricity connectivity will likely be a major contributor to economic growth in the South Caucasus in the next five years and beyond, attracting significant investments from a wide range of stakeholders. This creates a strategic opportunity for SDG acceleration by forming strategic partnerships and ensuring that policies and development strategies are proactively designed to accelerate the SDGs and but also translate into tangible poverty reduction and inclusive green growth.

4. **Improved climate-responsive economic strategies**: economic growth must be coupled with climate action. This requires comprehensive implementation of the existing, ambitious strategies that promote green growth and ensure their effective implementation, helping Georgia transition to a low-carbon economy. Georgia's current strong position and forthcoming investments in renewable energy and energy connectivity must be leveraged for and adapted to other sustainable development priorities in a comprehensive manner.

5. **Increased rural development and stronger agri-food systems:** diversifying economic

opportunities in rural areas, consolidating land tenure, empowering rural communities and family farmers, and strengthening agri-food systems (including advancing food safety and expanding access to markets) will reduce the rural-urban divide and enhance food security and sustainability through promotion of low-emission practices. Ensuring women's access to and ownership of land is also essential to unlock their economic potential and strengthen rural resilience.

6. **Improved systems resilience to climate change**: strengthening infrastructure, smart urban development, enhancing planning capacities, promoting risk-informed development planning, and enhancing preparedness will help communities adapt to climate risks and natural hazards. Integrating gender-responsive approaches ensures that women and marginalized groups are equally protected and empowered in resilience-building efforts.

7. **Cleaner environment and biodiversity conservation:** a cleaner and healthier environment, stronger environmental governance and biodiversity conservation including forests, land, species and other ecosystems diversity efforts are vital for long-term sustainability and public health. Scaling up nature-based solutions, ecosystem restoration, and climate-smart forest management will contribute to both resilience and mitigation.

8. **Equitable and green fiscal system**: reforming the fiscal system to be more equity- and sustainability-driven will ensure that public resources to support inclusive and green development are available.

9. **Effective industrial policy and public procurement reform**: effective industrial policies and reformed and inclusive procurement systems will stimulate innovation, support local businesses, and drive sustainable production.

10. **More inclusive access to finance and resources**: expanding access to finance, including climate financing and innovative finance for entrepreneurs, will empower male and female entrepreneurs, farmers, and small businesses to invest in sustainable practices and technologies.

11. **Harnessing the digital transformation**: these changes can promote and accelerate sustainability across all SDGs by leveraging Georgia's strong position in information technologies and communications, but only if the digital transformation is consciously steered to be inclusive and gender-responsive, ensuring women, girls, men and boys benefit equally and addressing geographic disparities.

The UN's contribution to this transformation is framed around four outputs, each designed to address specific preconditions necessary for the outcome to be realized. The UN will primarily provide policy advice, technical assistance and capacity building in its efforts to achieve the planned outputs.

First, the UN will work to improve the enabling environment for inclusive, sustainable, and digital economic development. This involves strengthening national, local and social partners' institutions to develop inclusive labour policies and better protection of workers' rights, as well as enhancing the competitiveness of MSMEs. The UN will foster innovation, digitalization, connectivity, and sustainable value chains. These efforts are expected to generate decent jobs and empower women economically, particularly by recognizing and addressing the care economy, which remains a significant barrier to women's full participation in the labour market.

Second, the UN will strengthen the capacities of institutions, rural communities, and businesses to participate in a diversified, green, and inclusive rural economy. This includes support for climate-smart agriculture, expanding economic opportunities for farmers and the development of sustainable agri-food systems. By improving productivity and competitiveness in global food markets, these interventions aim to revitalize rural economies and reduce regional disparities. These should be supported by complementary actions such as land consolidation and market access.

Third, the UN will enhance the capacities of institutions and communities for inclusive climate action and disaster risk reduction. This involves building resilience and preparedness at multiple levels and integrating risk-informed planning into development strategies. These measures are critical for protecting economic gains from climate-related shocks and for enabling sustainable rural expansion.

Fourth, the UN will support national and local institutions in advancing environmental governance, protecting biodiversity, managing natural resources sustainably, and reducing pollution. These actions contribute to a cleaner environment and support the creation of green jobs, aligning economic growth with environmental sustainability.

The rationale behind these interventions is grounded in both global evidence and local context. Inclusive economic policies have been shown to foster broader participation and reduce inequality. Climate-smart and sustainable practices improve resilience and long-term productivity. Empowered institutions and communities are better equipped to manage risks and resources effectively. Integrated strategies that link economic, environmental, and social goals are more effective than siloed approaches. By addressing the root causes of economic exclusion, vulnerability, and environmental degradation, and by strengthening the capacities of institutions and communities, the UN will help Georgia build a future that is economically vibrant, inclusive, and environmentally sustainable.

The realization of this theory of change depends on several key assumptions, such as continuing strong economic growth, effective implementation of climate action and environmental protection policies, and expansion of regional connectivity in trade and energy. It also assumes that Georgia's goal of carbon neutrality by 2050 will be supported by sustained international financial and technical assistance, and that economic and environmental sectors will remain integrated in planning and implementation.

At the same time, the theory of change acknowledges several risks that could undermine progress. A slowdown in economic growth could reduce fiscal space and investment, while limiting innovation and competitiveness. Geopolitical shifts could trigger economic shocks and disrupt regional cooperation. These risks highlight the importance of resilience, adaptability, and sustained international partnerships for development.

Partnerships

To achieve a more diversified, digitally connected, green, and inclusive economy helping to bridge the urban-rural divide requires leveraging and expanding numerous partnerships.

The Government of Georgia, at both national and local levels, is the primary partner in aligning development efforts with 2025-2028 government programme and the Vision 2030 development strategy. Joint commitments will focus on co-creating and implementing policies that promote localization of development efforts, inclusive labour markets, sustainable agriculture, and climate resilience.

Collaboration with the private sector is crucial for driving innovation, creating decent jobs, and fostering sustainable production and consumption. The UN aims to build on its growing number of private sector partnerships to advance green growth and women's economic empowerment. This includes engaging with small, medium, and large enterprises across various industries to promote initiatives such as Women's Empowerment Principles and to identify new opportunities, especially in rural areas. Inclusive growth also requires equitable access to finance for entrepreneurs, which can be expanded through public-private partnerships, especially the finance and fintech sectors. A related area concerns the imperative of developing new modes of partnership to foster innovative financing for sustainable development.

Civil society organizations (CSOs) and academia will be key partners in ensuring that economic development is inclusive and leaves no one behind. The UN plans to collaborate with CSOs to protect the environment, and to revitalize rural and vulnerable communities. Partnerships with academic institutions will support evidence-based policymaking and the development of digital skills for youth. Furthermore, the UN will continue to work closely with international development partners, including bilateral and multilateral donors and International Financial Institutions, to align support, mobilize resources for climate financing, and share knowledge on development priorities.

The following UN entities will contribute to the implementation of this Outcome: FAO, ESCAP, IFAD, ILO, IOM, ITU, UNCTAD, UNDP, UNECE, UNEP, UNESCO, UNFPA, UN-Habitat, UNICEF, UNIDO, UNODC, UNOPS, UN Women and WHO.

Outcome 2

EDUCATION, HEALTH AND SOCIAL PROTECTION

BY 2030, PEOPLE IN GEORGIA ENJOY IMPROVED LEARNING OUTCOMES, HEALTHIER LIVES AND REDUCED VULNERABILITIES, SUPPORTED BY COMPREHENSIVE SOCIAL PROTECTION, THEREBY BRIDGING THE RURAL-URBAN DIVIDE

OUTPUT 2.1:
The education system has increased capacities to deliver accessible, inclusive and life-long quality education and training

OUTPUT 2.2:
Capacities of institutions and service providers are enhanced to deliver inclusive quality health and social services, address key health risks, promote well-being, and reach the most vulnerable

OUTPUT 2.3:
The social protection system has improved capacities to identify and respond to population needs and socio-economic changes, including unexpected shocks, thereby reducing life-cycle vulnerabilities for all

This outcome reflects the concept of human development where education, health, and social protection are interdependent pillars of well-being, inclusion and empowerment. By contributing to this outcome, the UN in Georgia aims at supporting the country in shifting towards inclusive, accessible, and resilient systems that respond to the diverse needs of the population across the life cycle. This will also foster demographic resilience as discussed under Outcome 1.

Theory of Change for the realization of Outcome 2

Achieving this outcome means deliberately addressing the structural barriers embedded in the urban-rural divide and other persisting inequalities. It also demands that relevant institutions are politically neutral, rights-based, and capable of engaging with communities transparently and effectively. Central to this transformation is the need to invest in capacity development—both of people and institutions. This includes enhancing the ability of individuals to access and utilize knowledge and services and strengthening the institutional capacities to deliver those services equitably and efficiently. Public trust in these systems is essential, and it hinges on the visibility of results, the inclusivity of service delivery, and the empowerment of rights-holders to demand accountability.

This Outcome will be achieved if the following changes take place:

1. **More inclusive education system**: the education system must become more inclusive, particularly for children with special needs and children and youth affected by migration and displacement, and better aligned with labour market demands. This ensures that all learners are equipped with relevant skills and opportunities for future employment, while also addressing gendered occupational clustering that limits women's economic mobility and reinforces wage disparities across sectors like education and social protection.

2. **Effective institutions**: institutions in education, health, and social protection need to be strengthened, with clear delegation of powers and improved coordination across sectors. This enables more efficient service delivery and better outcomes for individuals and communities.

3. **Innovative healthcare outreach:** new approaches are needed to reach underserved communities with healthcare services, especially in rural and remote areas. This includes, for example, telemedicine, mobile clinics, and community-based health initiatives.

4. **Investments in capacity development**: investing in the skills and capabilities of both individuals and institutions ensures that resources and knowledge are used effectively. This includes training for professionals and awareness-building for communities.

5. **Behavioural change for healthier lifestyles**: promoting healthier habits (including nutrition) and a healthier environment helps reduce health risks and prevent chronic diseases. Public campaigns and education can support this shift.

6. **Stronger capacity to prevent and respond to gender-based violence (GBV)**: strengthening systems to prevent GBV, reducing harmful practices, and supporting survivors to access protection and support is essential for reducing vulnerabilities and promoting social justice.

7. **Enhanced participation and Inclusion**: enhancing participation at the local level ensures that services are responsive to community needs and that people feel empowered to shape their environments. Involving rural youth and women in local decision-making fosters greater inclusion and sustainable development.

8. **Change of cultural and social norms**: addressing discriminatory norms, especially those related to gender, disability, and social status, is essential for reducing barriers to access to services and opportunities.

9. **Responsive social protection system**: ensuring that social protection measures are inclusive and cover, as relevant, the lifetime risks cycle.

The UN's contribution to this change is articulated through three outputs.

First, the UN will support the education system to increase its capacity to deliver accessible, inclusive, and lifelong quality education and training. This includes expanding outreach, integrating health and personal safety education, and improving school-to-work transitions. These interventions are designed to reduce disparities, particularly in rural areas, and to align education more closely with labour market needs. A more inclusive education system that can respond to the needs of children with disabilities and other marginalized groups is foundational to breaking cycles of poverty and exclusion.

Second, the UN will work to enhance the capacities of institutions and service providers to deliver inclusive, quality health and social services by strengthening universal health coverage, primary health care and continue medical education systems, improving mental health support, promoting healthy lifestyles, and reaching underserved communities through innovative approaches, such as telemedicine and other digital innovative products. These efforts are based on the understanding that health outcomes are shaped by several factors, including behavioural and environmental ones. Promoting well-being requires coordinated action across sectors and sustained investment in both infrastructure and human resources.

Third, the UN will support the development of a social protection system that can identify and respond to population needs and socio-economic changes, including unexpected shocks. This system must be capable of reaching all individuals—including asylum seekers, refugees, migrants, older persons and people with special needs— at any point throughout their lives. It must also provide protection in the workplace, support survivors of violence, and deliver services effectively at the local level. The implementation of the biopsychosocial model of disability will require additional resources and efforts, but has the potential to transform the lives of people with disabilities. These interventions are critical to reducing life-cycle vulnerabilities and ensuring that social protection is proactive, inclusive and universal.

By contributing to the realization of this Outcome, the UN is supporting Georgia in building a future where education, health, and social protection are not privileges but rights that are accessible to all, resilient to shocks, and responsive to the needs of a diverse population. Global evidence shows that inclusive education improves economic mobility and social cohesion. Strong health systems reduce inequalities and increase resilience to shocks. Comprehensive social protection reduces poverty, supports human dignity, and fosters socio-economic stability. The UN's approach is designed to build on these insights, adapting them to Georgia's specific context and needs. The theory of change also recognizes the need for enhanced participation and inclusion at the local level, as a prerequisite for the people to fully enjoy better human capital outcomes. This is a change that intersects with the results pursued under the third Outcome area of this Cooperation Framework, where the UN will support expanded civic space and inclusive governance.

The realization of this theory of change depends on several assumptions, including the UN retaining the capacity to deliver technical support for policy advocacy and advice, and continuous Government investment in quality social services. It also assumes that institutions—particularly in education, health, and social protection services—are effective, empowered, and coordinated across sectors. These assumptions reflect a shared commitment to reform and partnership, but they also highlight dependencies that are vulnerable to external pressures.

This theory of change also acknowledges several risks. A global economic downturn or limited national economic growth could constrain public investment. Institutional capacities may weaken due to staff turnover or shifting political priorities. A reduction in international development assistance could hinder the UN's ability to sustain its support to vulnerable groups. Continued or accelerated movements of people may require additional capacities in education, health, and social protection systems.

Partnerships

Achieving improved learning outcomes, healthier lives, and reduced vulnerabilities requires a multi-stakeholder approach grounded in strong partnerships. The Government of Georgia is the central partner in strengthening education, health, and social protection systems. The UN will support relevant national and local authorities in delivering inclusive and quality services that bridge the urban-rural divide and reach the most vulnerable populations, including women, children, youth, persons with disabilities, refugees, ethnic minorities and migrants. This collaboration will focus on building institutional capacity, promoting policy reforms, and ensuring systems are responsive to people's needs throughout their life cycle.

Civil society organizations (CSOs) play an indispensable role in service delivery and advocacy, particularly for marginalized groups. UN plans to partner with CSOs to implement community-based health initiatives, support survivors of gender-based violence, advocate for the rights of persons with disabilities, and ensure essential services reach remote areas. These partnerships are vital for fostering public trust and empowering rights-holders to demand accountability.

Engaging the private sector offers innovative solutions for service delivery and outreach. The UN will seek to expand collaborations with businesses to leverage technology for remote healthcare services, foster social inclusion, and promote healthier lifestyles. Partnerships with academia and research centres will be critical for research work to inform policy making and foster innovation. The UN will also continue its coordination with international development partners and donors to facilitate the alignment of investments in human capital, share best practices, and ensure a coherent response to Georgia's social development challenges.

The following UN entities will contribute to the implementation of this Outcome: FAO, ILO, IOM, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNOPS, UN Women and WHO.

Outcome 3

GOVERNANCE, HUMAN RIGHTS, GENDER EQUALITY AND SOCIAL COHESION

BY 2030, PEOPLE IN GEORGIA BENEFIT FROM A MORE DECENTRALIZED AND INCLUSIVE GOVERNANCE SYSTEM, WITH STRONGER HUMAN RIGHTS PROTECTIONS, GENDER EQUALITY, AND ENHANCED SOCIAL COHESION

OUTPUT 3.1:
National and local institutions have enhanced capacities for promoting human rights, gender equality, an inclusive and accessible justice system in line with international commitments, and for fostering inclusive governance and effective decentralization

OUTPUT 3.2:
Civic space, intra-societal dialogue and social cohesion are strengthened

This Outcome envisions a society where governance is not only more decentralized but also more inclusive, participatory and rights-based. Achieving this requires both stronger national and local institutions that are more capable, accountable, and responsive, as well as support to the people of Georgia in becoming more empowered, informed, and engaged.

Theory of Change for the realization of Outcome 3

To achieve a decentralized and inclusive governance system in Georgia by 2030—one that upholds human rights, promotes gender equality, and strengthens social cohesion—a set of interlinked changes must work together in synergy:

1. **Decentralization reforms**: to enable the decentralization process, transferring decision-making power from central to local authorities, including on local budgets, with accountability to their communities can foster responsiveness to local needs and increase trust in public institutions.

2. **Improved access to effective justice and remedies**: ensuring that all people can access legal support and fair treatment strengthens the rule of law and reinforces human rights protections. It also helps reduce inequalities and social tensions.

3. **Gender equality mechanisms**: legal and institutional tools for gender mainstreaming—combined with efforts to shift attitudes and behaviours—are essential to dismantle discriminatory norms. This creates a more equitable society and enables broader women's participation in public life. Advancing gender equality is not just a social imperative, but a cornerstone of inclusive and resilient development.

4. **Strong human rights institutions**: these bodies monitor, advocate, and enforce rights protections. The efficacy, transparency, and oversight with which such work is undertaken is crucial for safeguarding freedoms and ensuring accountability.

5. **Civic space and participatory systems**: by enabling people to more meaningfully engage in public life, including at the local level, decision-making can become more participatory and efficient, more accountable, and a sense of shared responsibility can be cultivated. That can serve to catalyse progress across different areas of sustainable development, directly reducing

the urban-rural divide. This requires not only institutional openness but also investment in people's skills, awareness, and confidence to participate meaningfully.

6. **Cultural and social norm change**: addressing deeply rooted discriminatory norms—especially those related to gender—fosters a more inclusive, just, and cohesive society where everyone can participate fully and equally in all aspects of life.

The UN's contribution to these changes is articulated through two outputs.

First, the UN will work to enhance the capacities of national and local institutions to promote human rights, gender equality, and an inclusive and accessible justice system. This includes supporting the alignment of national frameworks with the country's international human rights commitments.

Georgia signed and ratified most of the core UN human rights conventions. The UN system will assist the Government of Georgia in meeting its international human rights obligations and commitments, which lie at the heart of sustainable development.

At the national level, the term 'gender equality' was removed from all Georgian laws and replaced by 'equality between women and men' in April 2025. Georgia's international commitments on the rights of all women and girls include Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, ratified by Georgia in 1994) and its General Recommendations, Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention, ratified by Georgia in 2017), Beijing Declaration and Platform for Action, outcome documents of the Commission of the Status of Women, and the SDGs, especially Goal 5, which calls for achieving gender equality and empowering all women and girls.

The UN will work to strengthen the capacity of key institutions to uphold human rights and will facilitate multi-stakeholder dialogues and partnerships on human rights issues. To do so, the UN's support will be framed by the recommendations of the human rights mechanisms available to Georgia, in particular as a result of the upcoming 4th cycle of the Universal Periodic Review (UPR) in 2026. National priorities in the area of human rights protection were outlined in the National Strategy for the Protection of Human Rights in Georgia 2022-2030, and related action plans, which will continue to inform UN's support to Georgia.

Furthermore, by equipping institutions with the competencies and policy tools they need, the UN will contribute to a governance environment that is more transparent, accountable, and inclusive. Leveraging the UN's strong programmatic experience, such efforts can contribute to strengthening inclusion and sustainability of development progress at the local level.

Second, the UN will foster civic space, intra-societal dialogue, and social cohesion. This involves building the capacities of civic actors, raising public awareness, and promoting the inclusion of voices that are often marginalized. By building a culture of participation and dialogue, the UN aims to ensure that governance reflects the diversity of Georgia's society and that all people effectively participate in decision-making processes affecting their lives.

The rationale behind these interventions is grounded in the evidence that inclusive governance leads to more stable and peaceful societies. When people feel heard and represented, trust in institutions grows, and social cohesion is strengthened. Gender equality and human rights protections are not only moral imperatives but also essential for sustainable development.

Decentralization, when effectively implemented, brings decision-making closer to communities and improves service delivery, thereby building trust between government and its citizens.

The realization of this theory of change depends on a few assumptions. The national commitment to decentralization reforms should be paired with legislative and policy steps that further capacitate and empower local government in meaningful ways. Similarly, it assumes that national commitments to women's empowerment and human rights will serve as anchor points for national efforts to strengthen rights-based and inclusive governance. It also assumes that the increasing regulation of civil society will not stifle civic engagement and activism.

The theory of change also acknowledges significant risks. Persisting political polarization and domestic tensions may risk eroding trust, hindering reform, and exacerbating exclusion and marginalization. Deeper divisions and polarization in society also risk shrinking the UN's operational space. International developments could also divert attention and resources away from inclusive governance efforts. A reduction in funding from development partners could also undermine progress. Increased migration or insufficient integration support may require careful attention to social cohesion and inclusion.

By strengthening institutions, empowering civic actors, supporting grassroot initiatives, and promoting inclusive policies, the UN is supporting Georgia in building a governance system that is decentralized, participatory, and rights-based—one that reflects the aspirations of all its people and lays the foundation for lasting peace and social cohesion.

Partnerships

Fostering a more decentralized, inclusive, and rights-based governance system is a collective effort that hinges on robust and diverse partnerships. The UN's primary partnership is with the Government of Georgia to support decentralization reforms, strengthen human rights institutions, improve access to justice, and advance gender equality in line with international commitments. The UN will work with both national and local authorities to build their capacities for transparent, accountable, and participatory governance that brings decision-making closer to the people.

Civil society organizations (CSOs) are fundamental partners in strengthening civic space and promoting social cohesion. The UN plans to work closely with CSOs to empower disadvantaged groups, strengthen joint advocacy efforts, and ensure that diverse voices are included in public dialogue and decision-making processes.

The UN will aim at cooperating with academia and the media to raise public awareness, promote a culture of human rights, and support evidence-based policy dialogue. Partnerships with the private sector will focus on enabling businesses to implement human rights due diligence to identify, prevent, and address adverse impacts on people.

The following UN entities will contribute to the implementation of this Outcome: FAO, ESCAP, ILO, IOM, ITU, OHCHR, UNDP, UNECE, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNODC and UN Women.

Outcome 4

AN ENABLING ENVIRONMENT FOR PEACE

BY 2030, PEOPLE AFFECTED BY CONFLICT, INCLUDING IDPS, ENJOY ENHANCED ENGAGEMENT, TRUST, AND RESILIENCE FOR AN ENABLING ENVIRONMENT FOR PEACE, ACROSS DIVIDING LINES

OUTPUT 4.1:
Space expanded for inclusive dialogue and confidence-building between divided communities, and for the inclusion of women and youth in promoting peace and security

OUTPUT 4.2:
Conflict-affected people have improved access to essential services, livelihoods and strengthened protection of human rights

This outcome addresses the legacy of unresolved conflict and the resulting social fragmentation, displacement and marginalization on the ground. It highlights the importance of a concerted effort to support populations affected by conflict to ensure that no one is left behind and improve enabling environment of lasting peace. No geographic distinction is made regarding conflict-affected communities, and the term encompasses people in all of Georgia, on either side of the dividing line, including IDPs (with or without official status), and particularly communities adjacent to the dividing line.

Theory of Change for the realization of Outcome 4

To promote peace and foster a peaceful and resilient society in Georgia by 2030, especially for people affected by conflict, two key and interconnected changes are essential:

1. **Building confidence and trust between divided communities**: Confidence-building across and within communities is a foundational step toward transforming conflict dynamics, reducing the negative effects of unresolved conflict and strengthening social cohesion. This also includes the active participation of women and youth, whose voices are often marginalized in peace and security processes but whose inclusion is vital for long-term trust and resilience.

2. **Protecting and fulfilling the rights of conflict-affected people on both sides of the dividing line**: access to essential services—such as healthcare, education, housing, and livelihoods—is not only a humanitarian imperative but also a strategic investment in durable peace.

These two changes reinforce each other. When rights are protected and basic needs are met, individuals and communities are more able to engage constructively and trust institutions.

The UN's contribution to this outcome is articulated through two key outputs.

First, the UN will work to expand space for inclusive dialogue and confidence-building between divided communities. This includes creating platforms for engagement and people-to-people contacts, supporting community-led initiatives, and ensuring that women and youth are actively involved in peace and security efforts. These interventions are designed to foster mutual understanding, reduce tensions, and build the social capital necessary for peace.

Second, the UN will support conflict-affected people on both sides of the dividing line by improving their access to essential services, livelihoods, and protection of human rights to support the conflict-affected populations in shaping their future in an empowered and dignified way.

The realization of this theory of change depends on several critical assumptions. It assumes that the legal and political conditions for UN operations in support of conflict-affected communities in Georgia allow the UN to reach all concerned communities with appropriate programmes and services. It also assumes the absence of conflict escalation, as well as maintained operational space for UN activities. The theory of change also acknowledges significant risks. Escalation of geopolitical tensions in the region could undermine trust-building efforts and restrict access across dividing lines. Future political or legal restrictions could limit the UN's ability to operate in conflict-affected areas. Lack of donor funding could constrain the scope and sustainability of interventions.

In this context, the UN's role is both delicate and vital. By facilitating dialogue, protecting rights, and supporting livelihoods, the UN is helping to lay the groundwork for a more peaceful and resilient Georgia. These efforts are not only about addressing the legacy of conflict but about building a future where all people can live with dignity, security, and hope.

Partnerships

Building an enabling environment for peace requires sustained and inclusive partnership with the Government of Georgia and other stakeholders focused on fostering trust and protecting the rights of all conflict-affected people and ensuring the delivery of essential services to conflict-affected populations.

Engagement with CSOs, including community-led initiatives, is central to the UN's approach. The UN intends continue to support and create platforms for dialogue that ensure the meaningful participation of women and youth, whose voices are vital for building long-term reconciliation and resilience. These partnerships aim to build the social capital necessary for peace by fostering mutual understanding and reducing tensions between divided communities.

Protecting human rights and improving access to livelihoods, education, and healthcare is a strategic investment in peace and requires a coordinated approach. The UN will continue to engage with the international development partner community and donors to ensure sustained support for peacebuilding initiatives and to advocate for the protection of operational space for all actors working to support conflict-affected communities. This collective commitment is crucial for laying the groundwork for a peaceful and resilient future.

The following UN entities will contribute to the implementation of this Outcome: FAO, UNDP, UNFPA, UNHCR, UNICEF, UN Women, WHO.

CHAPTER 3: COOPERATION FRAMEWORK IMPLEMENTATION PLAN

3.1. GOVERNANCE STRUCTURE

The governance structure to steer the implementation of this Cooperation -Framework is designed to ensure the joint oversight and guidance of the Government of Georgia and the United Nations development system operating in the country.

The programme will be nationally executed under the overall co-ordination of the Administration of the Government of Georgia (Government Co-ordinating Authority).

The Joint National-UN Steering Committee (JSC) represents the highest governing body to provide strategic oversight and direction to the Cooperation Framework and monitor and review the overall performance and progress. The JSC will be co-chaired by the Prime Minister of Georgia or their senior delegated official and the UN Resident Coordinator, on behalf of the UN in Georgia.

The JSC will comprise the UNCT members and Government representatives nominated by the Administration of the Government for the Cooperation Framework period, from the government agencies and line ministries involved in the Framework's implementation. Upon agreement of the co-chairs, the JSC meetings may include other key development partners, including international financial institutions, bilateral development partners, private sector representatives and civil society organizations and representatives, amongst others.

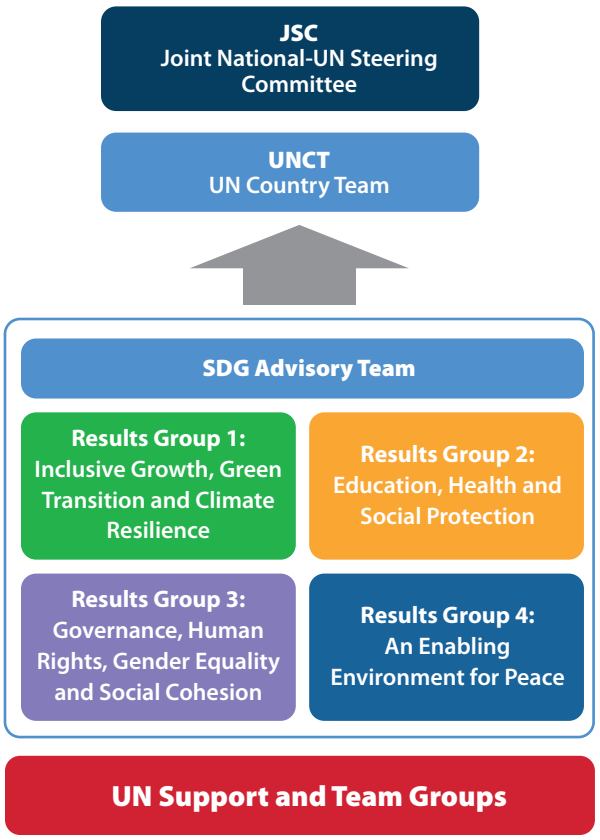
The JSC will meet at least twice a year, to provide high level oversight, review progress made based on Joint Work Plans (see section 3.5) – including through the UN Country Results Report – and suggest corrective actions as needed, in the light of emerging challenges and opportunities. The JSC will also oversee the final evaluation of the Cooperation Framework in line with the United Nations Evaluation Group standards. The JSC will further ensure that funding gaps and evolving programming priorities are addressed by diversifying funding sources and exploring innovative financing.

3.2. COOPERATION FRAMEWORK MANAGEMENT STRUCTURE

The UNCT, under the leadership of the UN Resident Coordinator, will be responsible for the implementation of UN contributions under the Cooperation Framework, ensuring alignment of individual UN entities' interventions to the outcomes and outputs of the Cooperation Framework, in line with its underpinning theory of change. The UNCT, through its internal coordination mechanisms, will avoid duplications and foster synergies across UN agencies towards common goals. The UN system will also help to ensure engagement of government partners, social partners, civil society, youth and private sector in the implementation of the Framework.

Under the oversight of UNCT and comprised of relevant UN system personnel and Government representatives, Results Groups will be responsible for the technical level operationalization of the UN Cooperation Framework and the definition of annual workplans. Four Results Groups will be established, corresponding to each outcome of the Cooperation Framework. Results Groups will be co-chaired by a UN Head of Agency (on a rotational basis) and a representative of the Government of Georgia. The Administration of the Government will nominate representatives of the Government of Georgia that will take part in the work of the Results Groups, including Results Group Co-Chairs. The Results Groups could include civil society, private sector and other stakeholders' representatives as relevant to the discussions being held. The Results Group will guide the annual joint planning, monitoring, review and reporting on the progress of the Cooperation Framework's implementation, identifying opportunities for joint initiatives, ensuring that no

FIGURE 2: CF GOVERNANCE FRAMEWORK



duplication of efforts take place, synergies across agencies' interventions are captured, and that the change pathway for the achievement of the outcome is guiding new interventions. The Result Groups will discuss progress towards results, potential bottlenecks, review reference to normative frameworks, and pursue opportunities for joint programming and joint resource mobilization. In preparation for the annual reviews, the Results Groups will take stock of collective achievements and discuss if the theory of change underpinning the Cooperation Framework results framework needs revision. Where needed the Results Groups will raise to the JSC any high-level policy and coordination issues that require its action.

The Results Groups, as part of the internal UN accountability system, will report to the UNCT through the SDG Advisory Team. As a subsidiary body of the UNCT comprised of deputy heads of entity or senior programme personnel and the Resident Coordinator's Office, and co-chaired by a representative of UN entities operating in Georgia (on a rotational basis) and the UN Resident Coordinator's Office (RCO), the SDGs Advisory Team will be established to provide technical oversight of joint planning and monitoring of the Cooperation Framework implementation. The Team will keep the UNCT informed on the status of implementation and provide strategic advisory support and recommendations to the UNCT and Results Groups on programmatic challenges and opportunities — including joint programming — with the aim of ensuring programmatic coherence and collaboration across UN system entities. The Team will also provide inputs to the updates to the Country Analysis. By nature, all SDGs are interconnected, presenting synergies but also trade-offs. The role

of this Team will be to ensure that synergies across outcomes are seized, and trade-offs avoided, as well as identify opportunities for cross-sectoral initiatives. The SDG Advisory Team reports to the UNCT and will provide regular updates.

The UN Georgia Monitoring, Evaluation, and Learning (MEL) Group, comprised of UN agencies' monitoring and evaluation focal points, will implement the Cooperation Framework MEL Plan and provide technical and advisory support to the SDG Advisory Team and Results Groups regarding data quality assurance, results planning, and ongoing monitoring and reporting of results against the Cooperation Framework and its Joint Work Plans (see section 3.5). The MEL Group will also coordinate monitoring and evaluation and data collection activities and initiatives across the UN system to reduce duplication and transaction costs.

Under the authority of the UNCT, the Operations Management Team (OMT) works to harmonize business operations and improve operational coherence, efficiencies, and cost effectiveness of the UN's delivery in support of the UN Cooperation Framework through its common Business Operation Strategy. The OMT is chaired by head of a UN system agency or delegated senior agency official.

The UN Communications Group (UNCG), consisting of UN agencies' communications focal points, develops and coordinates the implementation of the joint communication and public advocacy strategy to support the implementation of the Cooperation Framework and to promote public engagement and awareness on sustainable development issues in Georgia. The UNCG's work is coordinated by the RCO, and it reports regularly to the UNCT.

Inter-agency thematic coordination groups, such as Gender Theme Group, Human Rights, Disability Inclusion and Youth Groups will facilitate joint analysis and provide advisory support to the UNCT and other coordination mechanisms to inform UN contributions to Georgia. The full structure of the thematic groups will be reviewed and agreed upon by the UNCT before the start of the implementation of this Cooperation Framework and may change during the implementation cycle as deemed relevant for operationalizing the Cooperation Framework and supporting the implementation of the joint work plans.

Non-resident UN entities will engage with the Cooperation Framework governance mechanisms and structures with the support of the RCO, via online participation, periodic visits, projects and missions to the country.

The UNCT takes stock of the progress and provides guidance and direction to the Results Groups, the Thematic Working Groups and the other support groups. While individual UN entities will continue to work in coordination with their respective national counterparts, broader sector-level coordination between the Government of Georgia and UN entities, as well as other stakeholders, will take place within the Results Groups.

The United Nations will conduct stakeholder consultations, as relevant, including with the local authorities, social partners, civil society, youth organizations, academia, private sector, and multilateral and bilateral international development partners to discuss progress, identify constraints, reflect on lessons learned as well as emerging opportunities, to advance the implementation of the Cooperation Framework.

3.3. RESOURCING THE COOPERATION FRAMEWORK

To effectively deliver on its collective commitments through the Cooperation Framework, the UN in Georgia will assess the financial and other resources required to translate its ambitions into activities and actions. As such, the UN in Georgia will endeavour

to strengthen joint resource mobilization, financing, and programming as part of its efforts to improve internal coherence and cost effectiveness.

To determine the financial requirements for the Cooperation Framework, the UN will formulate a comprehensive Multi-Year Funding Framework (MYFF) for the entire 2026-2030 cycle. This framework will be based on the costing of the Framework's outputs provided by each participating UN entity. MYFF represents the UN's contribution to achieving the planned outcomes and, more broadly, the 2030 Agenda in Georgia. At the same time, it provides a clear picture of the resources required, available, and those that need to be mobilized for the implementation of the Cooperation Framework. Updated annually, this Framework will serve as a critical tool for tracking financial needs across all UN system entities and Cooperation Framework's priorities, ensuring transparency and accountability.

The JSC will play a key role in supporting resource mobilization for the implementation of the Cooperation Framework, while also facilitating opportunities for development financing. The UNCT will be responsible for monitoring the available funding and highlight any need for mobilizing additional resources to the JSC especially for underperforming outcome areas.

The UNCT will continue using a coordinated joint approach to resource mobilization while promoting collaboration and reducing competition. The UN will develop a dedicated joint resource mobilization and partnership strategy (RMPS) for the Cooperation Framework 2026-2030 to ensure streamlined collaboration with partners and enhance internal coordination. In accordance with the Management and Accountability Framework of the UN Development Coordination System, the UN Resident Coordinator will support joint resource mobilization initiatives, while UN agencies will keep the UN Resident Coordinator informed of their resource mobilization efforts.

The UNCT will continue to explore innovative funding mechanisms, including exploring opportunities to facilitate Government's cost-sharing, pursuing pooled funding mechanisms, and strengthening partnerships with the international financial institutions, non-traditional donors and the private sector, to ensure predictable and flexible funding for UN development activities and more broadly for Georgia's development.

Pooled funding mechanisms will be a driving element of the Partnerships and Resource Mobilization Strategy of UNCT Georgia, led by the Resident Coordinator, in line with the Funding Compact. Implementing this approach will complement other streams of resource mobilisation and strengthen alignment of programmes and capacities to strategic priorities derived from the CF. This will help address the duplication of donor funding, combine smaller financial sources into substantial pipelines, and increase the catalytic role of UN funding for SDG implementation and financing, and would also improve the quality of funding by reducing reliance on earmarked, project-specific sources and allows for more predictable and flexible multi-year planning.

The RC and the UNCT will continue to convene various development partner coordination spaces, such as the Development Partner Coordination Group and the Ambassadorial Working Group chaired by the UN Resident Coordinator, to foster joint reflections, align international support for Georgia's development reform agenda, support joint resource mobilization efforts.

The UN Resident Coordinator and the UNCT will facilitate the identification and development of pipelines of transformational programmes with participation of both public and private sectors, including by providing access to world-class expertise. In the context of an upper middle-income country, the UN will move beyond simple fundraising towards enhanced development

financing for key national priorities. Opportunities will be sought to introduce innovative financing instruments to align and leverage wider financial flows toward the SDGs.

The UN system agencies will provide support to the development and implementation of activities within the Cooperation Framework, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system entities' support may be provided to non-governmental and civil society organizations as agreed within the framework of the individual workplans and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds and programmes. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the Cooperation Framework. These budgets will be reviewed and further detailed in the workplans and project documents. By mutual consent between the Government and the UN development system entities, funds not earmarked by donors to UN development system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this Cooperation Framework and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in Georgia; and by permitting contributions from individuals, corporations and foundations in Georgia to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

3.4. DERIVATION OF UN ENTITY COUNTRY PROGRAMMING INSTRUMENTS FROM THE COOPERATION FRAMEWORK

The Cooperation Framework serves as the overarching platform for both collective and individual UN contributions to development goals in Georgia. In accordance with the requirements under the UN Development System reform agenda, resident and non-resident UN entities implementing programmes in Georgia will derive their respective country programming instruments directly from the UN Cooperation Framework. This includes the verbatim integration of UN Cooperation Framework outcomes into their documents. Some UN System Organizations – particularly those without a physical presence in the country – may not be able to develop a standalone country programme document, but commit to align their programmes with the UN Cooperation Framework and to implement their activities in close coordination with other UNCT entities and the Government of Georgia. Entity

specific outputs will contribute to the achievement of the high-level, multi-year, and multi-entity outputs of the Cooperation Framework in line with its theory of change. Each entity will formally request confirmation of alignment to the Cooperation Framework of its country programme from the UN Resident Coordinator. To ensure maximum coherence and complementarity, UN entities, to the extent possible, will endeavour to align the timelines of their country programming instruments with that of the UN Cooperation Framework.

3.5. JOINT WORK PLANS

The Cooperation Framework will be made operational through the development of Joint Work Plans (JWPs). All resident and non-resident UN entities implementing programmes in Georgia will contribute to the development of output-level JWPs through the SDG Advisory Team and the Results Groups with support of the MEL Group. The JWPs will include the sub-outputs that will be implemented by the UN entities working in Georgia contributing to Cooperation Framework outputs, ensuring alignment with national priorities and maximizing synergies to prevent duplication. They also provide a transparent overview of required and available resources, highlighting funding gaps.

Workplans will be collated and reviewed in consultation with relevant Government partners and other external stakeholders through the Results Groups. Joint workplans will be reflected in UN INFO (an online platform) to facilitate increased transparency and accountability, as well as collective monitoring and reporting against the Cooperation Framework commitments.

JWPs will be reviewed, maintained, and updated annually by the Results Groups and reviewed by the SDG Advisory Team, the UNCT and ultimately by the JSC to ensure they respond to the evolving country needs. This adaptive approach allows for increased joint delivery where needed. Where appropriate, these joint programmes may be supported through pooled funding or other innovative financing mechanisms.

To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed Cooperation Framework and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the Cooperation Framework and joint or agency-specific work plans and / or project documents.

3.6. BUSINESS OPERATIONS STRATEGY IN SUPPORT OF THE COOPERATION FRAMEWORK

The UN will continue implementing the Business Operation Strategy (BOS) which is a guiding framework to deliver on the UN efficiency agenda to eliminate duplications, leveraging the common bargaining power of the UN and maximizing economies of scale in support of the Cooperation Framework implementation. The Operations Management Team (OMT) will continue to update the BOS by identifying initiatives to improve the efficiency of UN operations, including the adoption of common premises, common services (such as ICT, long-term agreements, joint recruitment processes, and logistics services), as well as taking into consideration the adoption of common back-office services. This will enable the UN system to capitalize on the collective resources, operational capacities, and experiences of all UN entities while improving effectiveness and cost-efficiency. A

Agencies such as UNDP, UNICEF and UNFPA use the Harmonized Approach to Cash Transfer (HACT) mechanism and a HACT annex to the UNSDCF will be finalized in 2026 to be endorsed by the Steering Committee.

CHAPTER 4: COUNTRY ANALYSIS UPDATE, MONITORING, EVALUATION AND LEARNING PLAN

4.1. UPDATES OF THE UN COUNTRY ANALYSIS

The analytical function of the UN Development System has increasingly emphasized strategic foresight and anticipation, positioning analysis as both a formal report and an ongoing process to monitor change, manage uncertainty, and capture lessons learned. To maintain relevance, the UN Country Analysis will be updated annually, incorporating new evidence and addressing data gaps, with particular attention to disaggregation by sex, age, disability, and other factors. All resident and non-resident UN entities in Georgia will contribute to this exercise.

In line with UN Sustainable Development Group guidance, the UNCT will conduct annual horizon scanning to inform the preparation of JWPs, to ensure that UN programmatic responses remain informed, appropriate, relevant, and effective. The results of these reviews will be summarized and shared with stakeholders as appropriate and may include thematic analyses presented as joint research or policy briefs.

The annually updated Country Analysis will serve as an input to the annual review of the UN Cooperation Framework. It will guide adjustments to outcomes, outputs, indicators, and programmatic responses, ensuring their continued relevance, evidence base, and alignment with Georgia's development priorities and the 2030 Agenda.

4.2. MONITORING IMPLEMENTATION OF JOINT WORK PLANS

The Cooperation Framework establishes a robust monitoring and evaluation system aligned with Georgia's national SDG processes and indicators. Progress on JWPs will be tracked primarily through the Results Framework, which incorporates outcome and output indicators consistent with UN Sustainable Development Group's global standards and national data systems. The UNCT will work closely with the National Statistics Office of Georgia (Geostat) to strengthen data collection, ensure disaggregation, and address gaps, thereby supporting inclusive monitoring in line with international standards.

To facilitate coordinated action and accountability, the UN will maximize use of national statistical sources, government-led surveys and censuses, human rights reporting mechanisms, and the UN INFO platform. UN INFO serves as the primary digital tool for planning, monitoring, and reporting on JWPs, promoting accessibility, transparency, and public visibility of UN interventions. A dynamic repository of data and analysis will also be maintained to inform annual reviews, enabling timely adjustments to strategies based on evolving contexts.

Monitoring, evaluation, and learning processes will be coordinated by the SDG Advisory Team, Results Groups and the MEL Group, and reported to the UNCT. Together, these groups oversee performance reviews, identify bottlenecks, and guide course corrections. Findings are consolidated annually in the UN Country Results Report, which informs decision-making and ensures continued relevance of programming. The MEL plan emphasizes structured performance assessment, integration of lessons learned, and alignment with UN standards, including the UN System-wide Action Plan (SWAP) scorecard on gender equality and women's empowerment.

Risk management is embedded across the Cooperation Framework, recognizing Georgia's exposure to natural, geopolitical, economic, and public health shocks. The UNCT, through the JSC and Results Groups, will conduct regular risk assessments, update contingency plans, and apply a risk-informed approach across programming areas such as disaster preparedness, migration

management, social protection, and economic inclusion. Adherence to the Do No Harm principle will be ensured through specific indicators, proactive monitoring, and a dedicated feedback mechanism to prevent negative impacts.

Protection from Sexual Exploitation and Abuse (PSEA) is a key priority for the UNCT entities, with a special focus on prioritizing victims' rights and creating an environment in which sexual exploitation and abuse (SEA) do not occur. SEA is unacceptable behaviour and is prohibited for UN personnel and UN implementing partners. The UNCT entities will therefore pursue all appropriate means to protect against, prevent and respond to SEA, and will require a similar commitment from its partners.

In delivering on the obligations articulated in the present Cooperation Framework, the UNCT and the Government of Georgia affirm their commitment to preventing and responding to reports of SEA in connection with their personnel involved in common/joint projects. It is understood that this would entail the need to: (i) adhere to common values on PSEA, (ii) take preventative measures against SEA, (iii) investigate allegations, and (iv) take appropriate corrective action when incidents occur, including providing support to victims in accordance with a victim-centred approach.

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

- Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies'
- Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,
- Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

4.3. ANNUAL PERFORMANCE REVIEW AND COUNTRY RESULTS REPORTING

Annual performance reviews and the preparation of the UN Country Results Report will measure progress towards Cooperation Framework outcomes and Georgia's national development priorities. These reviews will also identify necessary adjustments in strategy, resources, and programming to address risks and evolving contexts. The reviews, led by the JSC will build on the monitoring by Results Groups and the MEL Group operating under the UNCT, integrating contributions from all UN agencies against indicators in the JWPs and the Results Framework.

The Country Results Report, produced annually by the UNCT within three months of the implementation period's end, will track outputs delivered, progress toward Cooperation Framework outcomes, related SDG targets, and financial delivery. It will highlight achievements, risks, challenges, lessons learned, and priorities for the coming year, using disaggregated data where available (sex, age, disability, location). The report

will draw on UN INFO, national statistics, and sectoral reports, aligning agency reporting cycles to reduce duplication. All resident and non-resident UNCT entities will contribute to this process.

The Country Results Report will be presented to the JSC as part of the annual review process, informing possible adjustments to priorities, outcomes, or indicators. It will also be shared with government, national stakeholders, and international partners, and made publicly available through UN Georgia website and social media. In addition, it will serve as an input to government-led sector reports, Voluntary National Reviews, and joint resource mobilization efforts.

4.4. EVALUATION PLAN

The UN will commission an independent external evaluation of the Cooperation Framework in the penultimate year of implementation, in close coordination with the Government of Georgia through the JSC. The evaluation will follow UN Development Coordination Office and UN Evaluation Group guidelines to ensure impartiality, accountability, and learning, while informing the design of the next Cooperation Framework beyond 2030.

The evaluation will assess the Cooperation Framework's relevance, effectiveness, efficiency, impact, and sustainability, as well as the integration of cross-cutting principles such as Leave No One Behind, human rights, gender equality, women's empowerment, and disability inclusion. It will be participatory, engaging stakeholders and affected populations, particularly vulnerable groups, to evaluate the Cooperation Framework's impact on people's lives and contributions to national development priorities and SDGs.

Oversight will be provided by the UNCT, with the MEL Group developing the terms of reference for the external evaluation and reviewing deliverables to ensure compliance with norms and standards. To reduce duplication, UN entities will align to the maximum extent possible their programmatic evaluations with the Cooperation Framework evaluation, and stakeholder consultations will be coordinated. Findings and recommendations from agency-level evaluations will feed into the Cooperation Framework evaluation.

The final evaluation will critically review the theory of change, Cooperation Framework design and implementation, guiding principles, and adherence to the Funding Compact and Management and Accountability Framework. Its conclusions, recommendations, and lessons learned will inform adjustments in strategy and resource use, strengthen performance management, and guide the preparation of the next UN Cooperation Framework.

Detailed Monitoring, Evaluation and Learning Plan is included in Annex 3.

ANNEXES

ANNEX 1: RESULTS FRAMEWORK

Outcome 1

BY 2030, PEOPLE IN GEORGIA, ESPECIALLY THOSE LIVING IN RURAL AREAS, BENEFIT FROM A GROWING, MORE DIVERSIFIED, GREEN AND INCLUSIVE ECONOMY, AND A HEALTHIER ENVIRONMENT MORE RESILIENT TO CLIMATE CHANGE AND NATURAL HAZARDS.

UN Agencies: FAO, ESCAP, IFAD, ILO, IOM, ITU, UNCTAD, UNDP, UNECE, UNEP, UNESCO, UNFPA, UN-Habitat, UNICEF, UNIDO, UNODC, UNOPS, UN Women, WHO.

Nr	Indicator Description	Data Source	Reporting UN Agency	Baseline	2030 Target
1.1	Share of informal employment in non-agricultural employment, in rural and urban areas, by sex *(This is a variation of SDG indicator 8.3.1.)*[3]	Geostat	ILO	2024: Total: 29.1% Women: 23.3% Men: 34.2% Urban: 26.8% Rural: 34.4%	Total: <25% Women: <22% Men: <30% Urban: <24% Rural: <30%
1.2	Average income of small-scale food producers, by sex *(SDG Indicator 2.3.2., but with local currency as unit of measurement)*	Geostat	FAO	2023 (GEL, current prices): Women: 1,416 GEL Men: 2,208 GEL	Women: 2,124 GEL Men: 3,312 GEL (50% increase over 2023, measured in constant 2023 prices).
1.3	Proportion of youth (aged 15–24 and 15-29) not in education, employment or training, by sex. *(SDG Indicator 8.6.1; also nationalized as 8.6.1.)*	Geostat	ILO	2024: 15-24: Total: 17.5% Women: 17.5% Men: 17.5% 15-29: Total: 24.1% Women: 27.1% Men: 21.4%	2030: 15-24: Total: <10% Women: <10% Men: <10% 15-29: Total: <10% Women: <11% Men: <9%

3 The global definition of SDG Indicator 8.3.1 has been revised, and now refers to total employment, including the agricultural sector. The National Adjusted SDG Indicator 8.3.1 is defined as "Proportion of informal employment in the non-agricultural sector within total non-agriculture employment."

Nr	Indicator Description	Data Source	Reporting UN Agency	Baseline	2030 Target
1.4	Policy framework in place to address adverse climate change impact, foster climate resilience, and promote a reduction in greenhouse gas emissions. *(Contributes to the aggregate global SDG indicator 13.2.1 and corresponds to 13.2.1 in the nationalized SDG Indicators.)*	Verification through MEPA and UNFCCC websites.	UNDP	2025: (a) Nationally Determined Contribution (NDC) 2.0 (b) 1st Biennial Transparency Report (BTR) (c) 5th National Communication (NC) submitted to UNFCCC	(a) Next generation of NDCs elaborated by the Government and submitted to UNFCCC; (b) 2nd and 3rd BTRs submitted to UNFCCC; (c) 6th NC submitted to UNFCCC
1.5	Unemployment rate, by sex, age, and locations (urban-rural). *(SDG indicator 8.5.2; also nationalized as 8.5.2)*	Geostat	ILO	2024: Total: 13.9% Women: 11.1% Men: 16.1% Urban: 14.4% Rural: 13.3%	Total: <10% Women: <10% Men: <10% Urban: <10% Rural: <10%
1.6	Proportion of population living below the national poverty line, by sex and location (rural/urban). *(SDG indicator 1.2.1; also nationalized as 1.2.1)*	Geostat	UNDP	2024: Total: 9.4% Men: 9.8% Women: 9.0% Urban: 7.8% Rural: 11.9% 0-17: 12.1% 18-64: 9.3% 65+: 6.7%	Total: <6% Men: <6% Women: <6% Urban: <6% Rural: <6% 0-17 <6% 18-64: <6% 65+: <6%

Output 1.1: Improved enabling environment for inclusive, sustainable and digital economic development, delivering decent jobs, more competitive MSMEs, and fostering women's economic empowerment.

Output 1.2: Relevant institutions, rural communities and businesses have enhanced capacities to promote and participate in a diversified, green, competitive, and inclusive rural economy, and in sustainable agri-food systems.

Output 1.3: Capacities of institutions and communities are enhanced for inclusive climate action, disaster risk reduction, and resilient, risk-informed development.

Output 1.4: National and local institutions and communities have adequate capacities and tools to advance environmental governance, protect biodiversity, manage natural resources sustainably, and reduce pollution.

Outcome 2

BY 2030, PEOPLE IN GEORGIA ENJOY IMPROVED LEARNING OUTCOMES, HEALTHIER LIVES AND REDUCED VULNERABILITIES, SUPPORTED BY COMPREHENSIVE SOCIAL PROTECTION, THEREBY BRIDGING THE RURAL-URBAN DIVIDE.

UN Agencies: FAO, ILO, IOM, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNOPS, UN Women, WHO.

Nr	Indicator Description	Data Source	Reporting UN Agency	Baseline	Target 2030
2.1	Proportion of population with large household expenditures on health as a share of total household expenditure or income, by male/female-headed households. *(SDG Indicator 3.8.2; not nationalized.)*	WHO conducts annual updates of SDG.3.8.2 in partnership with the World Bank.	WHO	2024: Total: 27.9% MHH: 26.4% FHH: 31.1% (Male- vs. female-headed households)	Total: <20% MHH: <19% FHH: <22% *('The Global Health Observatory' SDG targets)*
2.2	Maternal mortality rate. *(SDG Indicator 3.1.1; also nationalized as 3.1.1.)*	Geostat	UNFPA	2024: 25.3 deaths per 100,000 live births	<12
2.3	Under-5 mortality rate, by sex. *(SDG Indicator 3.2.1; also nationalized as 3.2.1.)*	Geostat	UNICEF	2024: Total: 8.6‰ Male: 9.3‰ Female:7.8‰	Total: 6.0‰ Male: 6.5‰ Female: 5.4‰
2.4	PISA test scores in mathematics, reading, and science, by sex and location (urban/rural).	OECD	UNICEF	2022: Reading: 374 Math: 390 Science: 384	Reading: 440 Math: 458 Science: 443
2.5	Number of new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits.	MoIDPLHSA	UNICEF	0	1

Output 2.1: The education system has increased capacities to deliver accessible, inclusive and life-long quality education and training.

Output 2.2: Capacities of institutions and service providers are enhanced to deliver inclusive quality health and social services, address key health risks, promote well-being, and reach the most vulnerable.

Output 2.3: The social protection system has improved capacities to identify and respond to population needs and socio-economic changes, including unexpected shocks, thereby reducing life-cycle vulnerabilities for all.

Outcome 3

BY 2030, PEOPLE IN GEORGIA BENEFIT FROM A MORE DECENTRALIZED AND INCLUSIVE GOVERNANCE SYSTEM, WITH STRONGER HUMAN RIGHTS PROTECTIONS, GENDER EQUALITY, AND ENHANCED SOCIAL COHESION.

UN Agencies: FAO, ESCAP, ILO, IOM, ITU, OHCHR, UNDP, UNECE, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNODC, UN Women.

Nr	Indicator Description	Data Source	Reporting UN Agency	Baseline	Target 2030
3.1	Voice and Accountability Index. *(Nationalized as SDG indicator 16.6.2.2.)*	World Bank Governance Indicators.	UNDP	2023: 48	Higher than the baseline index
3.2	Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care. *(SDG Indicator 5.6.1; also nationalized as 5.6.1.)*	Population-based Reproductive Health Survey.[4]	UNFPA	2024: 88%	92%
3.3	Existence and status of independent national human rights institutions in compliance with the Paris Principles. *(SDG Indicator 16.a.1; also nationalized as 16.a.1.)*	Sub-Committee on Accreditation of the Global Alliance of National Human Rights Institutions (GANHRI).	OHCHR	A-status. Full compliance awarded by GANRHI to the Office of the Public Defender in 2018.	Maintaining status A

4 UNFPA and Geostat conducted a survey in 2024 which produced a baseline, and plan to conduct a population-based survey in 2029 (with data likely available in 2030) to collect data for this indicator.

Nr	Indicator Description	Data Source	Reporting UN Agency	Baseline	Target 2030
3.4	Share of 4th cycle Universal Periodic Review (UPR) recommendations (to be released in 2026) implemented by 2030.	UN Human Rights Council data on Universal Periodic Review-Georgia; Government reports	OHCHR	Number of UPR 4th cycle recommendations accepted by Georgia to be established in 2026.	To be established in 2026 with the Government as % of accepted recommendations with implementation in progress by 2030
3.5	Annual Reports on the implementation of the second National Strategy for the Protection of Human Rights in Georgia for 2022-2030 are published by the Government of Georgia	Administration of the Government of Georgia	OHCHR/ UNDP	2025: Yes	Annual reports published each year until 2030
3.6	Proportion of women in managerial positions. *(SDG Indicator 5.5.2; also nationalized as 5.5.2.)*	Geostat	UN Women	2024: 39.7%	45.5%
3.7	Number of pledges implemented under the Global Compact on Refugees.	UNHCR, The Global Compact for Refugees	UNHCR	0	15

Output 3.1: National and local institutions have enhanced capacities for promoting human rights, gender equality, an inclusive and accessible justice system in line with international commitments, and for fostering inclusive governance and effective decentralization.

Output 3.2: Civic space, intra-societal dialogue and social cohesion are strengthened.

Outcome 4

BY 2030, PEOPLE AFFECTED BY CONFLICT, INCLUDING IDPS, ENJOY ENHANCED ENGAGEMENT, TRUST, AND RESILIENCE FOR AN ENABLING ENVIRONMENT FOR PEACE, ACROSS DIVIDING LINES.

UN Agencies: FAO, UNDP, UNFPA, UNHCR, UNICEF, UN Women, WHO.

Nr	Indicator Description	Data Source	Reporting UN Agency	Baseline	Target 2030
4.1	Women, Peace and Security Index	Georgetown Institute for Women, Peace and Security and the PRIO Centre on Gender, Peace and Security	UN Women	2024: 0.812	0.818
4.2	Global Peace Index	Vision of Humanity and Institute for Economics and Peace	UNDP	2024: Score: 2.185	Score: 2.0
4.3	Positive Peace Index	Vision of Humanity and Institute for Economics and Peace	UNDP	2024: Score: 2.748	Score: 2.0

Output 4.1: Space expanded for inclusive dialogue and confidence-building between divided communities, and for the inclusion of women and youth in promoting peace and security.

Output 4.2: Conflict-affected people have improved access to essential services, livelihoods and strengthened protection of human rights.

ANNEX 2: LEGAL ANNEX

1. Whereas the Government of Georgia (the "Government") has entered into the agreements listed below with the United Nations, including its Funds, Programmes and other subsidiary organs, and other organizations of the United Nations system ("UN System Organizations"), which are applicable to their programme activities in Georgia (the "UN Agreements") under the United Nations Sustainable Development Cooperation Framework (the "Cooperation Framework");

2. Whereas the UN Agreements, together with the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 (the "General Convention") and/or the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 (the "Specialized Agencies Convention") as applicable, form the primary existing legal basis for the relationship between the Government and each UN System Organization for supporting the country to deliver on the Cooperation Framework, and are non-exhaustive and without prejudice to any other legal instruments the Government may enter into, including additional agreements with UN System Organizations for the purpose of their activities in the country:

a) With the **United Nations Development Programme (UNDP)** a basic agreement to govern UNDP's assistance to the country ("Standard Basic Assistance Agreement" or "SBAA") which was signed by the Government and UNDP on 1 July 1994. This Cooperation Framework, together with a joint results group work plan specifying UNDP programme activities further to this Cooperation Framework (which shall form part of this Cooperation Framework and is incorporated herein by reference), constitute together a "project document" as referred to in the SBAA. The implementing partner and UNDP will sign a project agreement containing the specific arrangements for each project further to the relevant project document.

b) With the **United Nations Children's Fund (UNICEF)** a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 3 December 1999.

c) With the **Office of the United Nations High Commissioner for Refugees (UNHCR)** a Country Co-operation Agreement concluded between the Government and UNHCR on 11 September 1996.

d) With the **United Nations Population Fund (UNFPA)**, an agreement by exchange of letters, which entered into force on 30 December 2022, pursuant to which the SBAA signed between the Government and UNDP applies mutatis mutandis to UNFPA.

e) With the **Food and Agriculture Organization of the United Nations (FAO)** the Exchange of Letters constituting the Agreement between FAO and the Government of Georgia for the establishment of an FAO Representation in Georgia and extending the provisions of the 1947 Convention on the Privileges and Immunities of the Specialized Agencies to the FAO Representative to Georgia, the Organization's staff and its assets, consisting of: the letter of the FAO Director-General to the Minister for Foreign Affairs OCD-DG/03/73 of 27 January 2003; the letter from the Minister of Foreign Affairs to the FAO Director-General 10-15/165 of 22 May 2003; the letter of the FAO Director-General to the Minister of Foreign Affairs OCD-DG/03/1143 of 22 July 2003; the letter from the Deputy Minister for Foreign Affairs to the FAO Director-General 10-01/321 of 10 October 2003; and the letter of the FAO Director-General to the Minister for Foreign Affairs of Georgia OCD-DG/03/1903 dated 7 November 2003; the letter from the Minister of Foreign Affairs to the FAO Director-General 10-15/2 of 5 January 2004.

f) With the **United Nations Office for Project Services (UNOPS)**, an agreement by the Exchange of Letters between the Government and UNOPS, dated 21 December 2018 and 31 January 2019, providing that the SBAA applies, mutatis mutandis, to UNOPS, its personnel, activities, property, and assets.

g) With the **United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)**, the SBAA applies, mutatis mutandis, to the activities and personnel of UN WOMEN, in accordance with the agreement concluded by an exchange of letters between UN WOMEN and the Government which entered into force on 4 December 2013.

h) With the **World Health Organization (WHO)**, a Basic Agreement for the establishment of technical advisory cooperation relations was concluded between the Government of Georgia and WHO in November 1994.

i) With the **International Organization for Migration (IOM)**, the Cooperation Agreement between the Government of Georgia and IOM was concluded on 6 September 1994.

j) With the **International Labour Organization (ILO)**, the ratification of the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 and its Annex I relating to the ILO as of 18 July 2007, and the Memorandum of Understanding on Decent Work Country Programme (DWCP) between the Government of Georgia, workers' and employers' organizations, and the ILO signed on 13 August 2024.

3. With respect to all UN System Organizations, including but not limited to **ESCAP, IFAD, ITU, OHCHR, UNCTAD, UNECE, UNEP, UNESCO, UN-HABITAT, UNIDO and UNODC**: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions, decisions, rules and procedures of each UN System Organization.

4. Without prejudice to the above, the Government shall:

(i) apply to each UN System Organization and its property, funds, assets, officials and experts on mission the provisions of the General Convention and/or the Specialized Agencies Convention; and

(ii) accord to each UN System Organization, its officials and other persons performing services on behalf of that UN System Organization, the privileges, immunities and facilities set out in the UN Agreement applicable to such UN System Organization.

5. United Nations Volunteers performing services on behalf of a UN System Organization shall be entitled to the privileges and immunities accorded to officials of such UN System Organization.

6. Any privileges, immunities and facilities granted to a UN System Organization under the Cooperation Framework shall be no less favourable than those granted by the Government to any other UN System Organization signatory of the Cooperation Framework.

7. Without prejudice to the UN Agreements, the Government shall be responsible for dealing with any claims which may be brought by third parties against any of the UN System Organizations and their officials, experts on mission or other persons performing services on their behalf, and shall hold them harmless in respect of any claims and liabilities resulting from operations under the Cooperation Framework, except where it is mutually agreed by the Government and the relevant UN System Organization(s) that such claims and liabilities arise from gross negligence or misconduct of that UN System Organization, or its officials, or persons performing services.

8. Nothing in or relating to this Cooperation Framework shall be deemed:

(i) a waiver, express or implied, of the privileges and immunities of any UN System Organization; or

(ii) the acceptance by any UN System Organization of the jurisdiction of the courts of any country over disputes arising from this Cooperation Framework, whether under the General Convention or the Specialized Agencies Convention, the UN Agreements, or otherwise, and no provisions of this Cooperation Framework shall be interpreted or applied in a manner, or to an extent, that is inconsistent with such privileges and immunities.

ANNEX 3: MONITORING, EVALUATION, AND LEARNING PLAN

Description of Activities	Objective	Frequency	Lead	Contributors/ Support	2026	2027	2028	2029	2030
Data and Research									
Country Analysis update: update data and analysis (including SDG-related data) and assess changes in the national context	To ensure the UN Cooperation Framework and related programming remain relevant and responsive to evolving national priorities and development needs	Annual	RCO	SDG Advisory Team, Results Groups, MEL Group, Thematic Groups	•	•	•	•	•
VNRs: support Georgia's assessment of its progress towards the SDGs	To contribute to an evidence-based review of national SDG implementation and support informed reporting to global platforms.	When/if planned (tbc)	SDG Advisory Team	Results Groups, MEL Group, Thematic Groups, RCO					
Data Collection: support government and national counterparts in strengthening data collection and analysis processes across thematic sectors	To enhance the availability of accurate, timely, and relevant data for evidence-based policymaking, planning, and sustainable development	As needed	Relevant UN System Organizations	RCO, SDG Advisory Team, MEL Group	•	•	•	•	•
Research and Assessments: conduct studies, and diagnostics to generate evidence for informed decision-making and strategic planning	To generate robust evidence and data to guide strategic planning, inform policy dialogue, and support effective implementation of the CF	As needed	Relevant UN System Organizations	RCO, SDG Advisory Team, MEL Group, Thematic Groups	•	•	•	•	•

Description of Activities	Objective	Frequency	Lead	Contributors/ Support	2026	2027	2028	2029	2030
Planning and Monitoring									
Development, Update, and Quality Assurance of JWPs: prepare, update, and review JWPs to translate the CF into actions, ensure quality monitoring, and foster collaboration	To operationalize the CF, promote joint planning, and maintain quality standards for results monitoring	Annual	SDG Advisory Team	Results Groups, MEL Group, Thematic Groups, RCO	•	•	•	•	•
Monitoring and Reporting in the JWP on UN INFO: collect, update, and report UN System Organization-specific and joint results on UN INFO	To ensure consistent tracking, coherent monitoring, and transparent reporting of JWP progress through indicators, sub-outputs, outputs, and financial data. To improve UNCT coherence, transparency, and accountability	Annual and continuous	MEL Group	Result Groups, RCO	•	•	•	•	•
Review and Reporting									
Annual Review: review achievements per outcome area to inform UN annual results reporting and identify areas for improvement	To ensure systematic tracking of progress and strengthen evidence-based reporting	Annual	SDG Advisory Team	MEL Group, Thematic Groups, RCO	•	•	•	•	•
Development of annual UN Country Results Report: report annually on system-wide results achieved under the CF, reflecting progress, challenges, and lessons learned and propose amendments if any	To ensure transparent reporting on UNCT's collective contributions to CF results	Annual	UNCT	SDG Advisory Team, Results Groups, MEL Group	•	•	•	•	•
Joint National-UN Steering Committee meeting: review and endorse the CF results and new JWPs, and any amendments to the CF and/or workplans	To ensure shared accountability, strengthen partnerships, and adapt the Cooperation Framework based on performance evidence	Annual	JSC	UNCT, Results Groups, MEL Group, Thematic Groups, RCO	•	•	•	•	•

Description of Activities	Objective	Frequency	Lead	Contributors/ Support	2026	2027	2028	2029	2030
Evaluation									
Independent evaluation of UN System Organization projects and programmes (including Joint Programmes): assess effectiveness of interventions, generate lessons learned and recommendations, raise accountability to inform next generation of projects/programmes	To track progress, improve effectiveness, and foster accountability	Programme/ Project cycles	Inde-pendent evaluation teams	UN entities, MEL Group, SDG Advi-sory Team, Thematic Groups, RCO	•	•	•	•	•
Independent evaluation of the CF: commission an independent evaluation of the CF to assess collective UN impact, ensure accountability, and gather insights for the next cycle	To enhance system-wide accountability and inform the design of the next CF with evidence and lessons learned	Penulti-mate year of the CF	Inde-pendent evaluation team	JSC, UNCT, RCO, SDG Advisory Team, Results Groups, MEL Group, DCO				•	
Independent Evaluation of UN System Organizations' country programming instruments: evaluate agencies' country programmes to assess their individual and collective contributions to national development and CF outcomes	To ensure UN System Organization-level accountability and capture lessons to enhance contributions to Cooperation Framework results	Penulti-mate year of the country program-ming in-struments	Inde-pendent evaluation teams	UN System Organiza-tions	•	•	•	•	•

Description of Activities	Objective	Frequency	Lead	Contributors/ Support	2026	2027	2028	2029	2030
Learning									
Management Response and Action Plan to CF Evaluation: develop and implement a management response and action plan to address the recommendations from the CF evaluation	To ensure follow-up and implementation of CF evaluation's recommendations	Post CF Evaluation	UNCT	SDG Advisory Team, Results Groups, MEL Group, Thematic Groups					•
Training/refresher on UN INFO: conduct technical training/refresher sessions to build capacity on UN INFO planning and reporting requirements and methodologies, including on Gender Equality Marker (and other markers)	To ensure accurate, timely, and standardized reporting on UN INFO	Annual and/or as needed	RCO	MEL Group, GTG	•	•	•	•	•
Training/refresher on Results-Based Management (RBM): Deliver training/ refresher sessions on RBM, monitoring principles and data collection methods to enhance capacity indicator tracking and result reporting	Strengthen staff capacity for effective monitoring and accurate reporting on CF results and indicators	Annual and/or as needed	MEL Group	RCO	•	•	•	•	•
Knowledge management and sharing: maintain a mechanism to document, analyze and share best practices and lessons learned throughout the CF cycle; facilitate learning sessions on UN 2.0 priorities to build collective understanding and practical application across programming and coordination	To promote continuous learning, enhance performance, and inform programme design and implementation	Continuous	SDG Advisory Team	UNCT, MEL Group, RCO	•	•	•	•	•

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