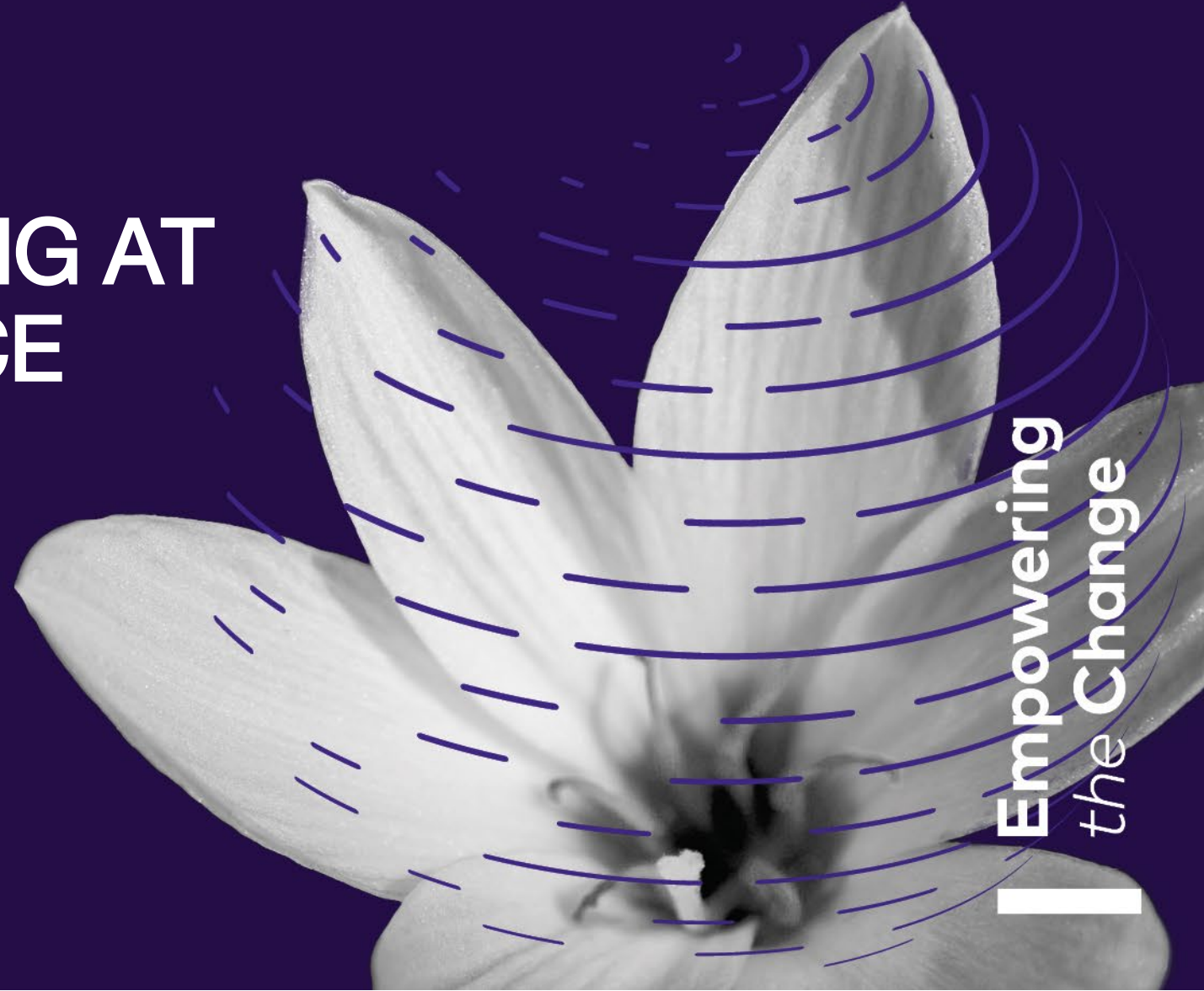




UNICEF's POSITIONING AT THE COUNTRY OFFICE LEVEL

Georgia

Report/December, 2024



Empowering
the Change

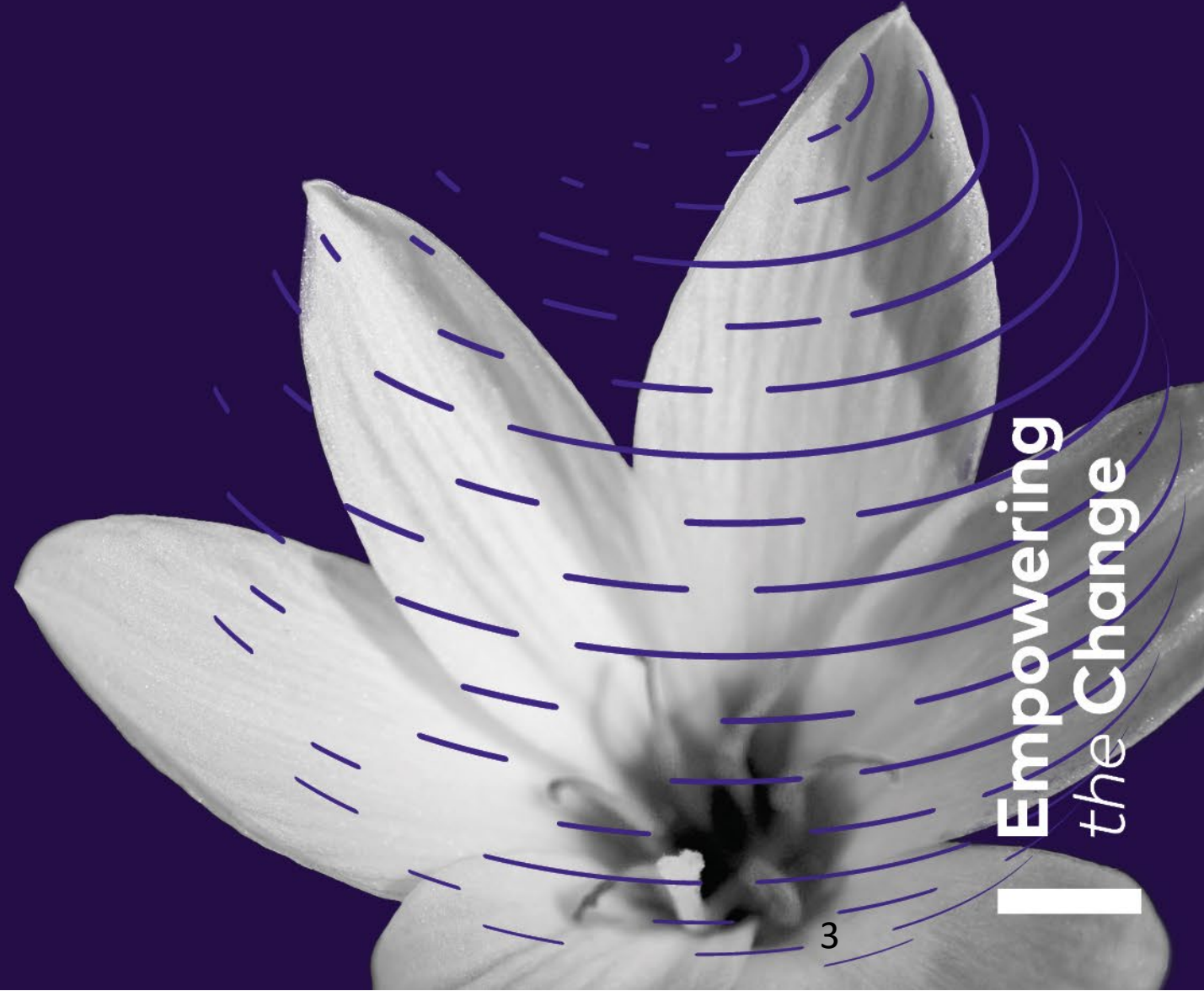
Content



- ❑ Background design and methodology
- ❑ Descriptive statistics
- ❑ Data and evidence
- ❑ Technical assistance and capacity building
- ❑ Fundraising
- ❑ Emergency response
- ❑ General network
- ❑ General questions
- ❑ Annexes



Study Design and Methodology



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Study context



- ❑ The purpose of this research was to understand UNICEF's position with a child and adolescent-related programming, advocacy, and policy network comprised of network actors, such as government entities, local NGOs, international NGOs, donors, and the private sector in 2023 in five target countries: Georgia, Armenia, Kazakhstan, Bosnia-Hercogovina, and North Macedonia.
- ❑ One year was taken for the recall period to assist selected informed respondents in recollecting formal and informal partnership interactions that occurred in 2023.

The objective of the research

- ❑ To identify which stakeholders are structurally capable within each of the positioning issues to facilitate or hinder policy change for children and adolescents in Georgia, Armenia, Kazakhstan, Bosnia-Herzegovina, and North Macedonia.
- ❑ To understand UNICEF's structural location (e.g., central, peripheral) within these networks as well as some of its roles (e.g., broker, facilitator).
- ❑ To identify some of the main programmatic partnerships that have occurred within each of the positioning issue networks.

Study design and methodology



❑ Five positioning issues

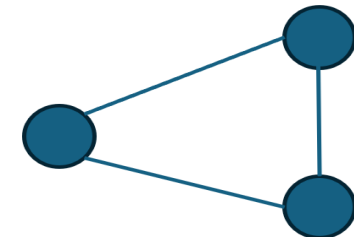
- Data and Evidence
- Technical assistance and capacity building
- Fundraising
- Emergency response
- General network in 2023

❑ Data Collection

- **Behaviour recall** – *“Who did you go to”* --- NOT perceptions, opinions, or attitudes
- **Sample** – UNICEF was not interviewed for this study; however, the UNICEF country office provided initial “seed” organizations followed by respondent-driven sampling.
- **Respondents** – most informed in the organization on formal and informal connections in 2023 with other organizations on the above 4 issues.

❑ Analytical Approach - Social Networks

- Graph diagrams/maps consisting of:
- **Nodes** – respondent organizations and entities they identified (organizations, ministries, agencies, individuals, etc.)
- **Connections** – *“To whom did you go to”*



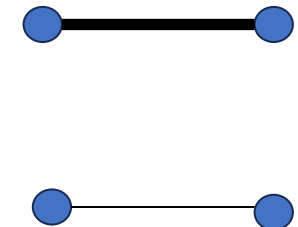
Analysis - Diagrams & Metrics



- ❑ **Node** – an object in the network. The nodes represent ministries, NGOs INGOs, individuals, etc. Nodes include all entities interviewed and named during the interviews.
- ❑ **Node color** - based on type of organization (Central government, local government, local NGO, etc.)
- ❑ **Thickness of connecting lines** – numeric value based on the product of the type of relationship (4 - both formal & informal, 3 - only formal, 2 - informal, 1- transactional) and frequency of interaction (4- monthly, 3- quarterly, 2 - twice year, 1- yearly)...thus, connection values ranges from 16 to 1.
 - Formal & informal relationship with monthly interaction (strongest connection)
 - Transactional relationship with one contact in the year (weakest connection)

➤ If Organization X had an MOU with Organization Y and interacted on the child- and adolescent-related policy issues monthly or weekly in 2023, it is considered a strong connection and is marked with thicker lines (see an example of strong connections between nodes)

➤ If Organization X had an informal or transactional relationship with Organization Y and it reviewed their annual reports or interacted once only in 2023, it is considered as weak connection and is marked with thinner lines (see an example of weak connection between nodes)



Analysis - Diagrams & Metrics



❑ Metrics:

- ❑ Betweenness centrality – to identify which organizations act as “bridges” that facilitate connections in seeking information
- ❑ Communities – to identify which organizations are closely connected to each other in the flow of information
- ❑ Brokerage roles – to identify organizations that are prominent mediators between unconnected organizations and the type of brokerage role taken

❑ Research Questions:

- Which organizations were central to facilitating the flow of information on each issue? Network metric: *Betweenness centrality*
- Which organizations were more closely connected to each other? Network metric – Network metric: *Louvain community detection*
- Which organizations were prominent brokers in the flow of information and what brokerage roles did they play? Network metric: *Gould and Fernandez brokerage algorithm*

❑ **Data analysis** - The open-source program, R was used for data analysis

Centrality metrics

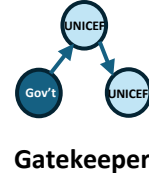
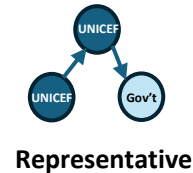


- ❑ The most prevalent centrality metrics utilized for analysis are *degree centrality*, *betweenness centrality*, *closeness centrality*, and *eigenvector centrality*.
 - *Degree centrality* quantifies the number of connections a node possesses and is effective in identifying well-connected nodes. Nodes with a higher degree of centrality are considered connectors due to their overall number of connections, and they appear to be the most influential in rapidly disseminating information to various audiences.
 - *Betweenness centrality* assists in identifying nodes that control the flow of information, acting as bridges or critical intermediaries. Nodes with high betweenness centrality are bridges that regulate the spread of information between different groups and organizations, maintaining connectivity within the network. They are regarded as key players in terms of information dissemination.
 - *Closeness centrality* is utilized to identify the nodes that effectively spread information. It measures the average length of the shortest paths between a given node and all other nodes. The more central a node is, the closer it is to other nodes.
 - *Eigenvector centrality* applies an approach that considers not only the quantity of connections but also the quality of the identified connections. A node's eigenvector centrality score is influenced by its connections to other highly influential nodes. Nodes with greater eigenvector centrality are considered more influential. Noteworthy, such nodes do not necessarily possess numerous connections, but they are regarded as influential due to their connections to the central nodes.
- ❑ The selection of centrality metrics is contingent upon the overarching objective and the nature of the inquiries posed to the sampled organizations and the methodology used. As the given study sought information on four positioning issues the questions addressed the identification of central nodes, the entities approached in 2023, and the facilitation of information flow on all four positioning issues within the network; therefore, betweenness centrality was determined to be the most suitable centrality metric for this particular study. In addition, degree centrality, which is based on in-degree (being identified by other organizations) and out-degree (identifying other organizations), was not appropriate since UNICEF COs were excluded from participating in the study and, thus, meant no organization could be identified by UNICEF.

Brokerage roles



- ❑ Literature on social network analysis differentiates several brokerage roles between organizations. Compared to the centrality metrics, which analyze the connections between organizations in the network, the brokerage roles and “broker” refers to the types of connections organizations make and their role in the flow of information (gatekeeper, liaison, etc.)
- ❑ This study examines five fundamental types of brokerage roles. To provide a more detailed illustration, the accompanying graphs depict a schematic representation of how brokerage roles are determined. **The central dot represents the broker, the left dot denotes the given, and the right dot signifies the recipient.** The color represents the types of organizations they belong to (for example, NGOs, INGOs, donors, state entities, etc.). Because UNICEF COs were not respondents in this study, and other UN entities (e.g., UN Women) were categorized separately from UNICEF, the three brokerage roles of Coordinator, Representative, and Gatekeeper are not possible; **thus, UNICEF can only take Consultant and Liaison roles.**



- ❑ **The coordinator role** suggests that all participating entities are of the same organizational type (for instance, all organizations INGOs). Hence, the broker is a coordinator among the same types of organizations.
- ❑ **The representative role** indicates that the recipient belongs to a distinct group, while the giver and broker belong to the same group. Therefore, a broker has a representative role.
- ❑ **The gatekeeper role** signifies that the giver belongs to a different group, while the recipients are from the same group. Therefore, the broker has a gatekeeping role to facilitate the flow of information.
- ❑ **The consultant role** suggests that the broker belongs to a distinct group, while both the giver and recipient are from the same group.
- ❑ **The liaison role** implies that all the engaged organizations are from different groups or types. Therefore, the broker is a connecting point for different types of organizations.

Survey implementation in Georgia



- ❑ **Survey questionnaire** – A semi-structured questionnaire was applied to analyze UNICEF's positioning at the CO level in Georgia. The questionnaire was structured around five positioning issues and asked about prominent partners per positioning issues, the types of partnerships, and the frequency of the partnerships with them.

- ❑ **Sampling** – was primarily based on chain-referral sampling in which four main sources initiated the chain-referral process in Georgia. In particular, the list of actors provided by UNICEF CO, State Care Agency, Save the Children in Georgia, and World Vision Georgia. (State Care Agency was identified as the key state agency in charge of child- and adolescent-related policies in Georgia, while the last two were identified historically as key players in programming, advocacy, and policies for children (aged 0-17)).
 - ✓ The UNICEF list of organizations and the key informant organization list were compiled into a unique list of organizations that became the sampling frame for each of the four positioning issues.
 - ✓ In the middle of the fieldwork, the sample of Georgia was reviewed based on the research results. Seven new organizations were added that were named at least twice as key partners or effective at policy advocacy and programming (the sample increased to 49 organizations).

Survey implementation in Georgia



❑ Pilot testing of the draft questionnaire

- Before the commencement of fieldwork, the interviewers' training was carried out and a questionnaire was piloted. During the training, interviewers were involved in role-playing, which entailed one interviewer taking the role of a network actor (respondent) and the other interviewer interviewing them. Then they reversed roles.
- The pilot testing of the questionnaire was carried out in Georgia on May 29-31, 2024. A total of two interviewers participated in the survey in Georgia. The interviewers were selected based on their experience in child- and adolescent-related projects and their network with the main target group. This approach assisted the project team in easily reaching out to the main network actors. Additionally, the study team applied official letters to communicate with public entities to gain access to the most informed individuals. The pilot testing was carried out with 2 government officials, 1 local NGO, and 1 NGO. A pilot testing was followed by a debriefing session involving all engaged parties that aimed to resolve any issues regarding the questions, translation, formulations, interview length, and years for recollection of various questions.

Survey implementation in Georgia



- ❑ **Respondent** - The “most aware” representatives about formal and informal relationships with other organizations in 2023 on the four positioning issues, regardless of position, were interviewed within the research framework. If more than one respondent was aware of research issues, a group interview was conducted with them. Organizations identified the most aware representatives themselves.
- ❑ **Informed consent** – Before the interview, informed consent was obtained from each respondent regarding participation. The methodology did not envision disclosing information about the commissioning party to the respondents and organizations before the interview to avoid receiving more biased responses from them. If the respondent was curious to learn about the commissioning party, it was possible to disclose such information when the interview was complete.
 - Noteworthy, two exceptions were made in this respect. The commissioning party was disclosed to two organizations before the interview because according to their policies, they could not participate in the study if they did not know the commissioning party. These two organizations are the Communications Commission and the Ministry of Internal Affairs of Georgia. As a result, the Communications Commission agreed to participate in the survey, while the Ministry of Internal Affairs still refused participation.
 - At the end of the interview, all interviewed organizations were asked for permission to use organizations’ full names and abbreviations on the network maps. 33 out of 37 organizations permitted using their names and 4 refused or did not provide a clear response.
- ❑ **Fieldwork implementation** – field activities started in June and ended in August. A total of 37 organizations were interviewed in Georgia. Interviews were carried out using a paper-based approach. Most of the interviews were carried out using face-to-face interviewing, while part of them were conducted online (if the respondent was not in the same area or strongly preferred online interviewing). The average length of interviews was 20-30 minutes.
- ❑ **The survey was implemented using a paper-based approach.** The data from the questionnaires was entered into an **Excel spreadsheet**. The network data was entered using an edge-list format, with the first column indicating the source (i.e., respondent/organization) and the next column indicating the target (i.e., partner organization).

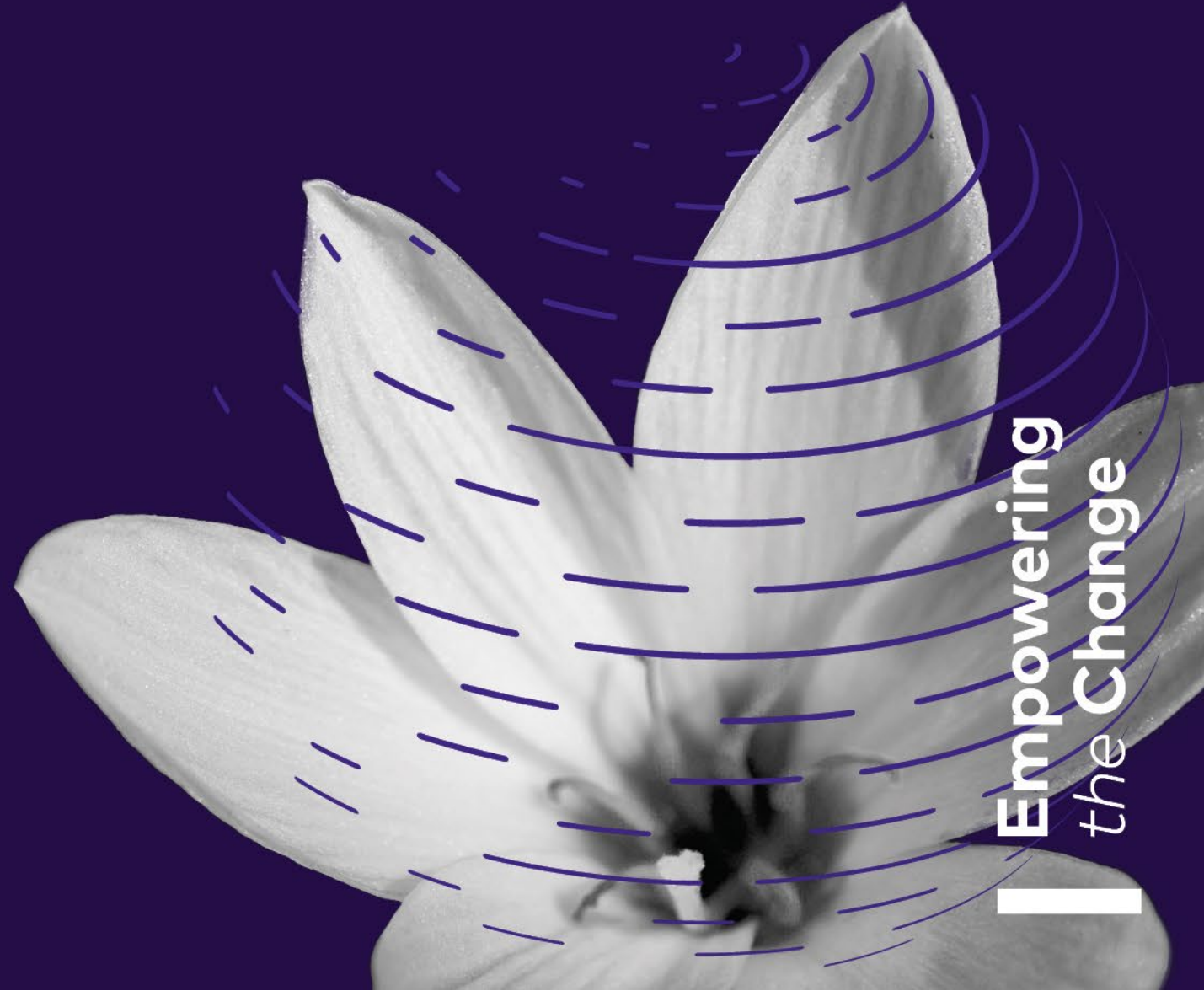
Study limitations



- ❑ The mentioned research has roles, limitations that need to be considered when interpreting results:
 - UNICEF usually considers climate change as a children's issue, but stakeholders do not have such a perception, therefore, they do not reflect on it.
 - The survey approach envisioned naming the top three organizations among partners, therefore, inquired organizations may partner with more than three organizations under the child- and adolescent-related policies, however, due to time and budget limitations only three top priority partners were included in the study.
 - When acquiring the results, it is important to consider that qualitative information was gathered only for the first partner organization named. Therefore, it is possible other named organizations also provided similar or other types of activities, but they are not contextually analyzed and reflected in the survey due to the survey approach.
 - The given maps provide the descriptions between key actors in terms of child- and adolescent-related policy advocacy, policy design, and implementation, however, they do not offer explanations of existing patterns of relationships.
 - Due to the methodological approach undertaken in the framework of the study that excluded UNICEF and other UN agencies from interviewing, UNICEF can take only Consultant and Liaison roles, and Coordinator, Gatekeeper and Representative roles are not applicable to it.

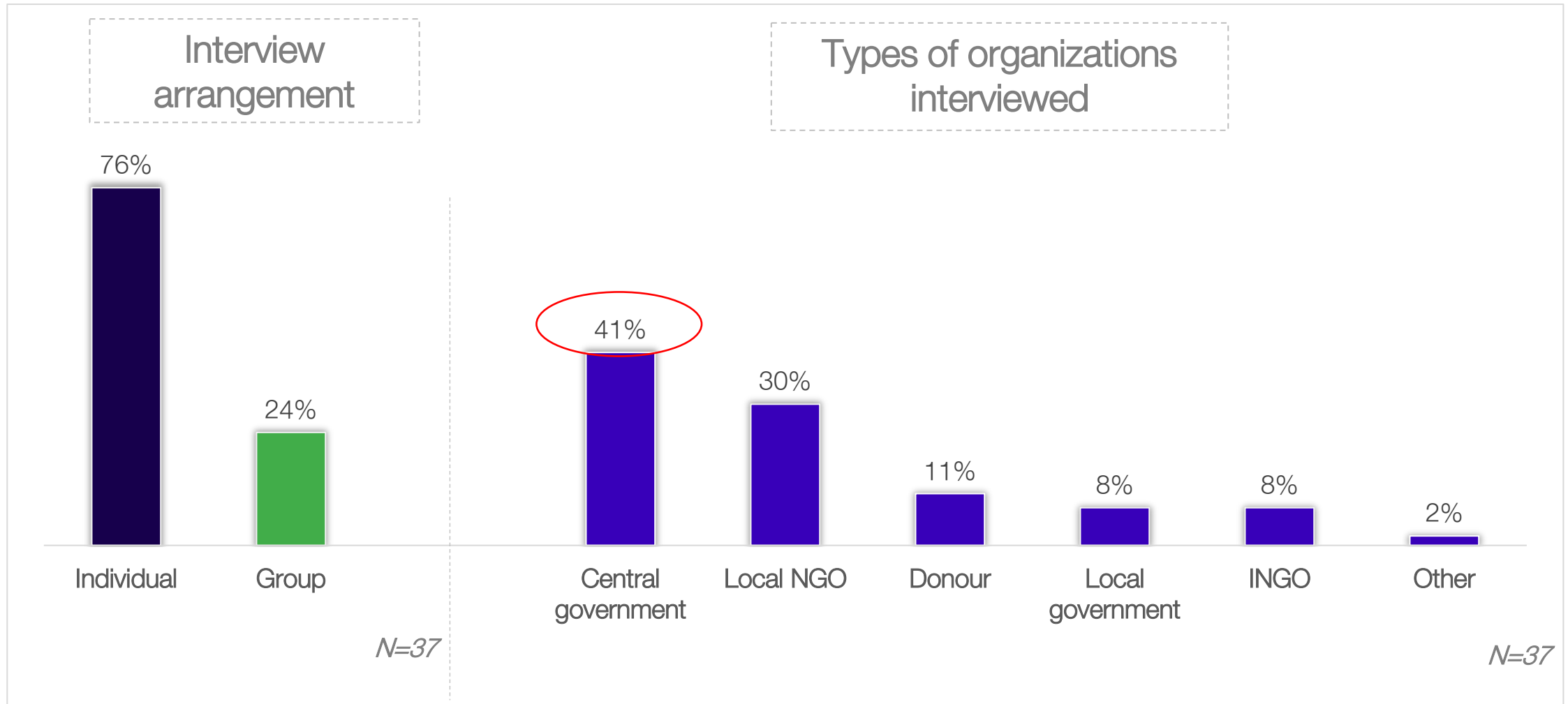


Descriptive statistics

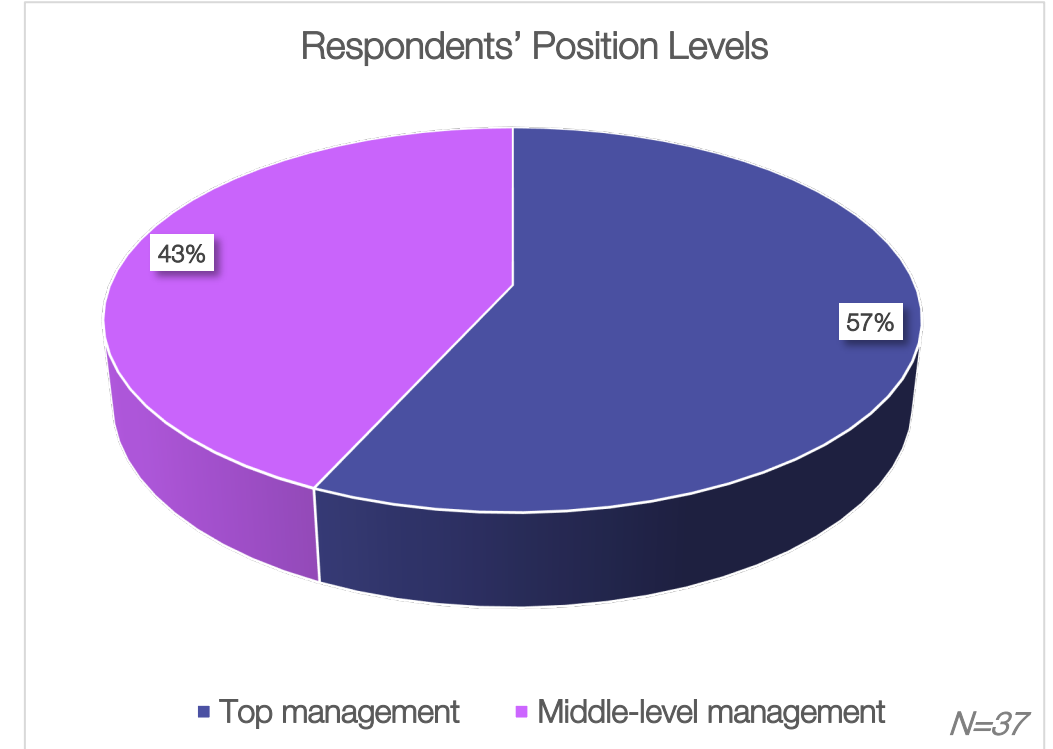
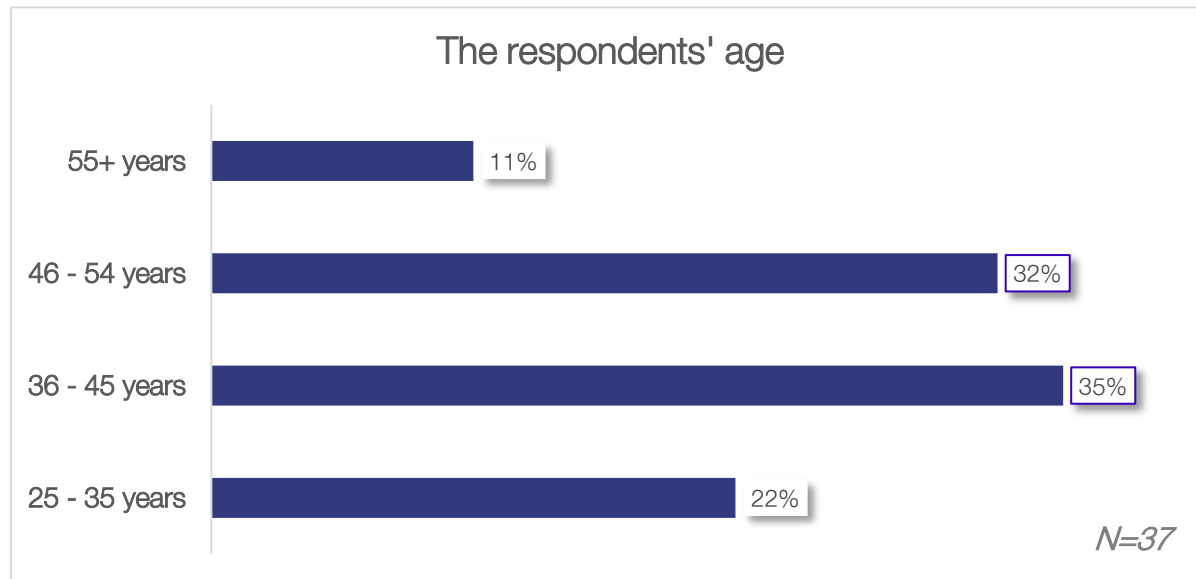
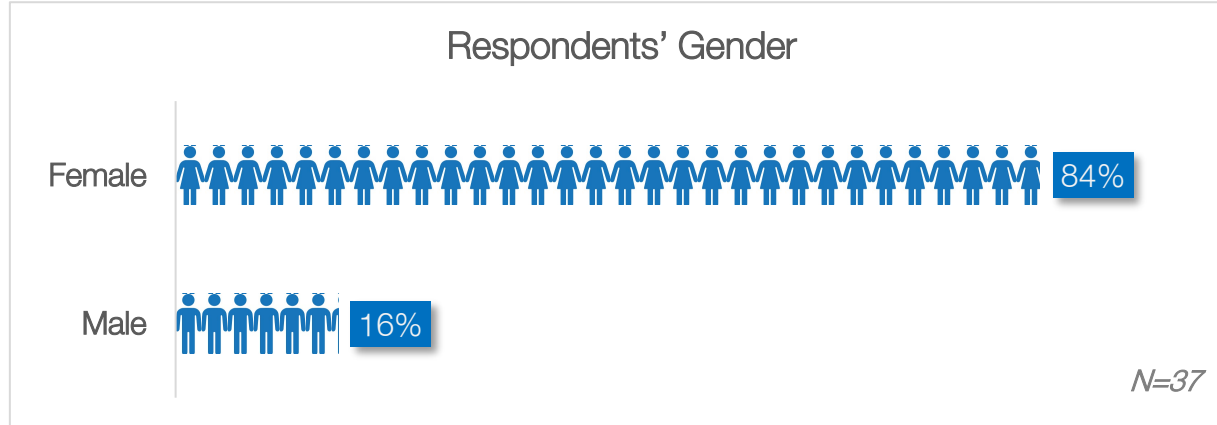


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Description of sampling



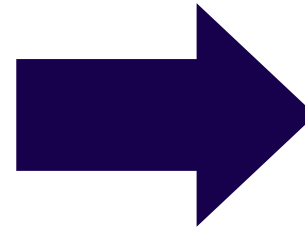
Respondents Profile



**In the case of group interviews, demographical information was filled in for one respondent only. Only respondents with the highest-ranking position answered demography-related questions.*

***The respondents were high-profile officials, who represented the most aware decision-makers within their organizations. Hence, both top and middle-level management implies decision-makers under these responses.*

Respondents age and working years

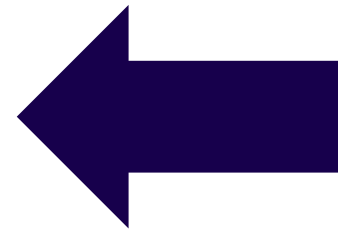


Respondents age

Minimal age: 29 years
Maximal age: 72 years
Mean age: 44 years

Respondents work experience in the organization

Minimal number of years worked: 1 year
Maximal number of years worked: 30 years
Mean experience: 8 years

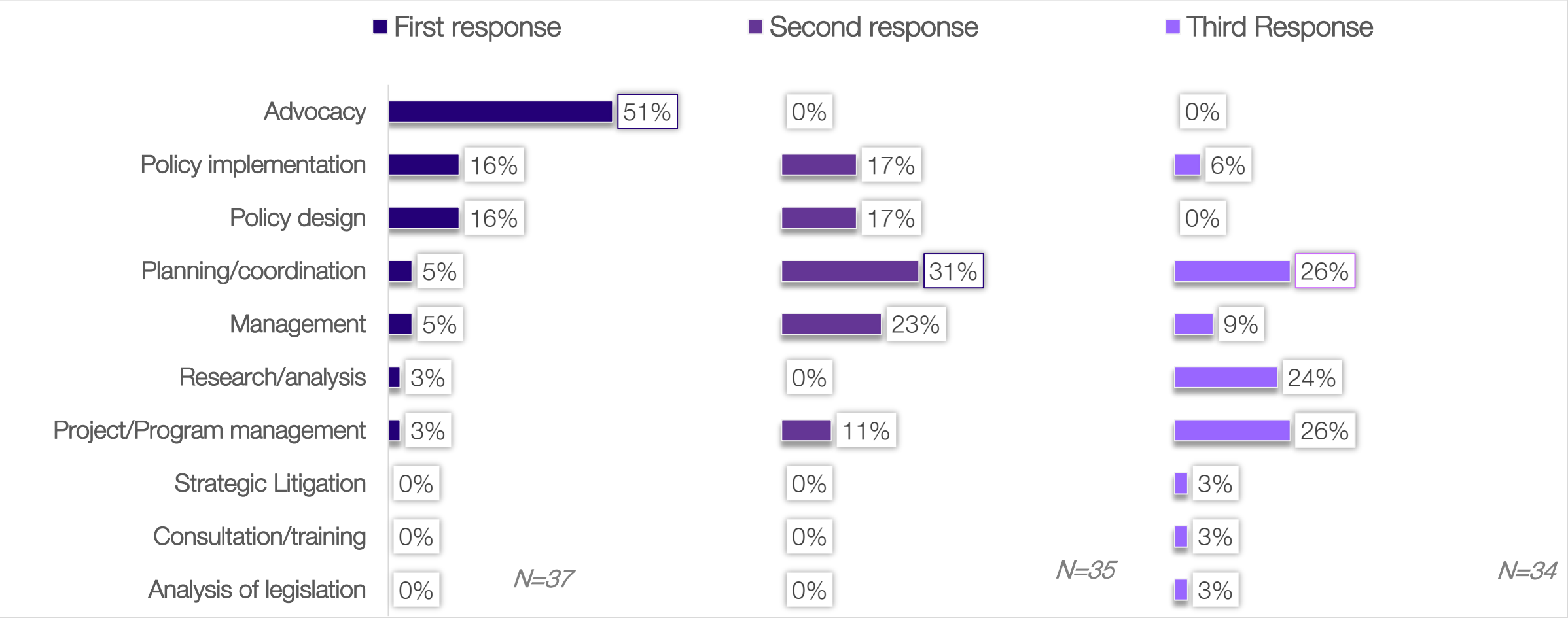


***In the case of group interviews, demographical information was filled in for one respondent only. Only respondents with the highest-ranking position answered demography-related questions.*

Respondents' Profile



☐ The activities inquired respondents the most frequently do during their regular working week



**Note: In the case of group interviews, only respondents with the highest-ranking position answered this question.*

Requesting information about the commissioning party and/or interest towards results

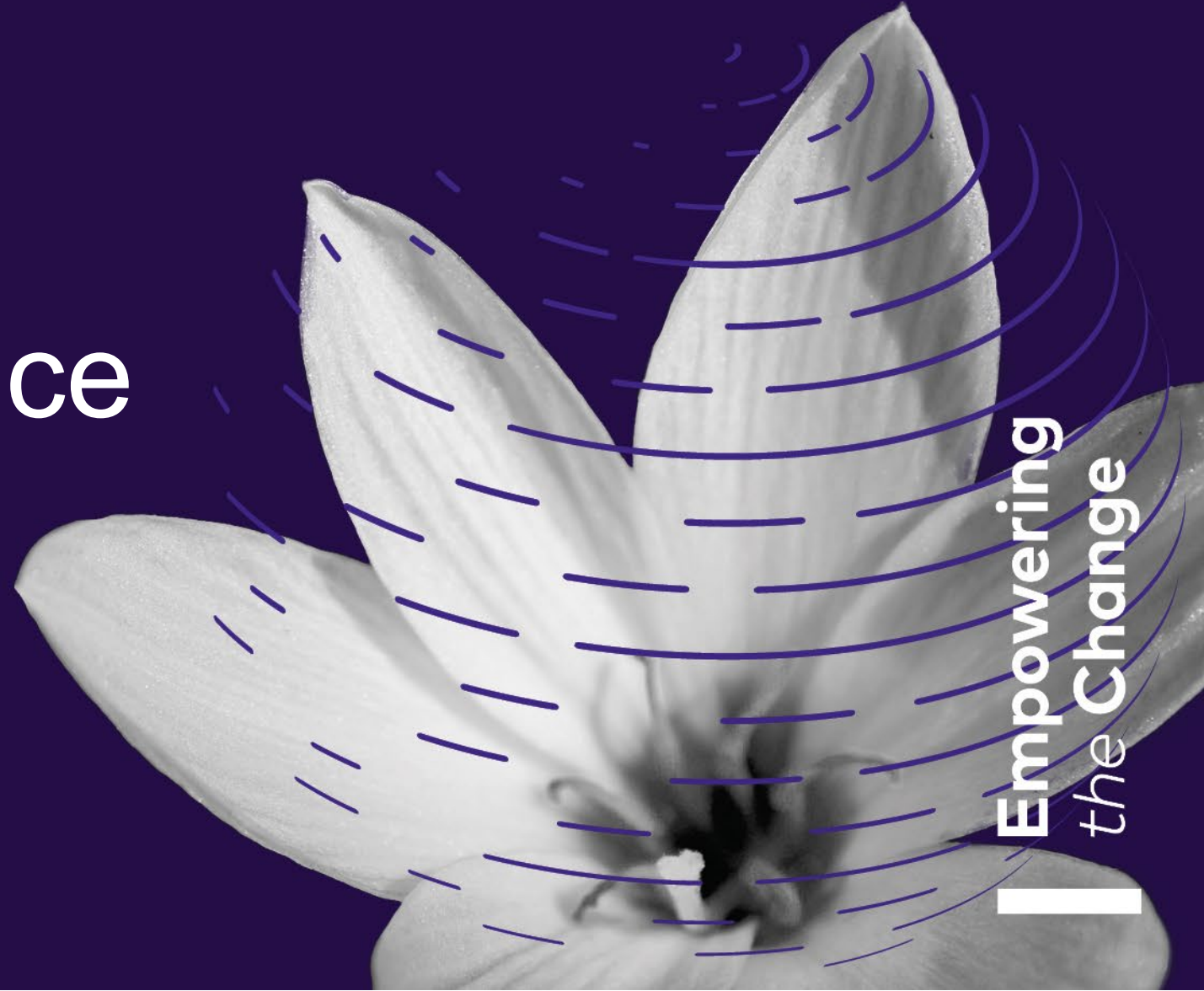


Response options	Percentage	Count
Respondent did not request information on the commissioning party	40%	21
Respondent requested to share the findings of the study	35%	18
The commissioning party's identity was shared with the respondent after completing an interview with him/her	13%	7
The respondents asked about commissioning organization however, explanation that it was not methodologically recommended to disclose information about commissioning party was sufficient for them	6%	3
Organization requested information about the commissioning party before the interview	2%	1
The respondent directly asked by the end of interview, if UNICEF was commissioning this study	2%	1
The respondent knew information about the commissioning party in the middle of interview (otherwise, did not plan to continue)	2%	1
<i>TOTAL</i>	<i>100%</i>	<i>52</i>

- ☐ 33 out of 37 organizations issued permission to use organizations' names and abbreviations on the SNA maps, if results are published
- ☐ 4 organizations did not provide permission on using organizations names in the publications: *National Center for Disease Control and Public Health, Kutaisi City Hall, Permanent Parliamentary Council for Protection of Children's Rights, National Agency for Crime Prevention, Execution of Non-custodial Sentences and Probation*



Data and Evidence



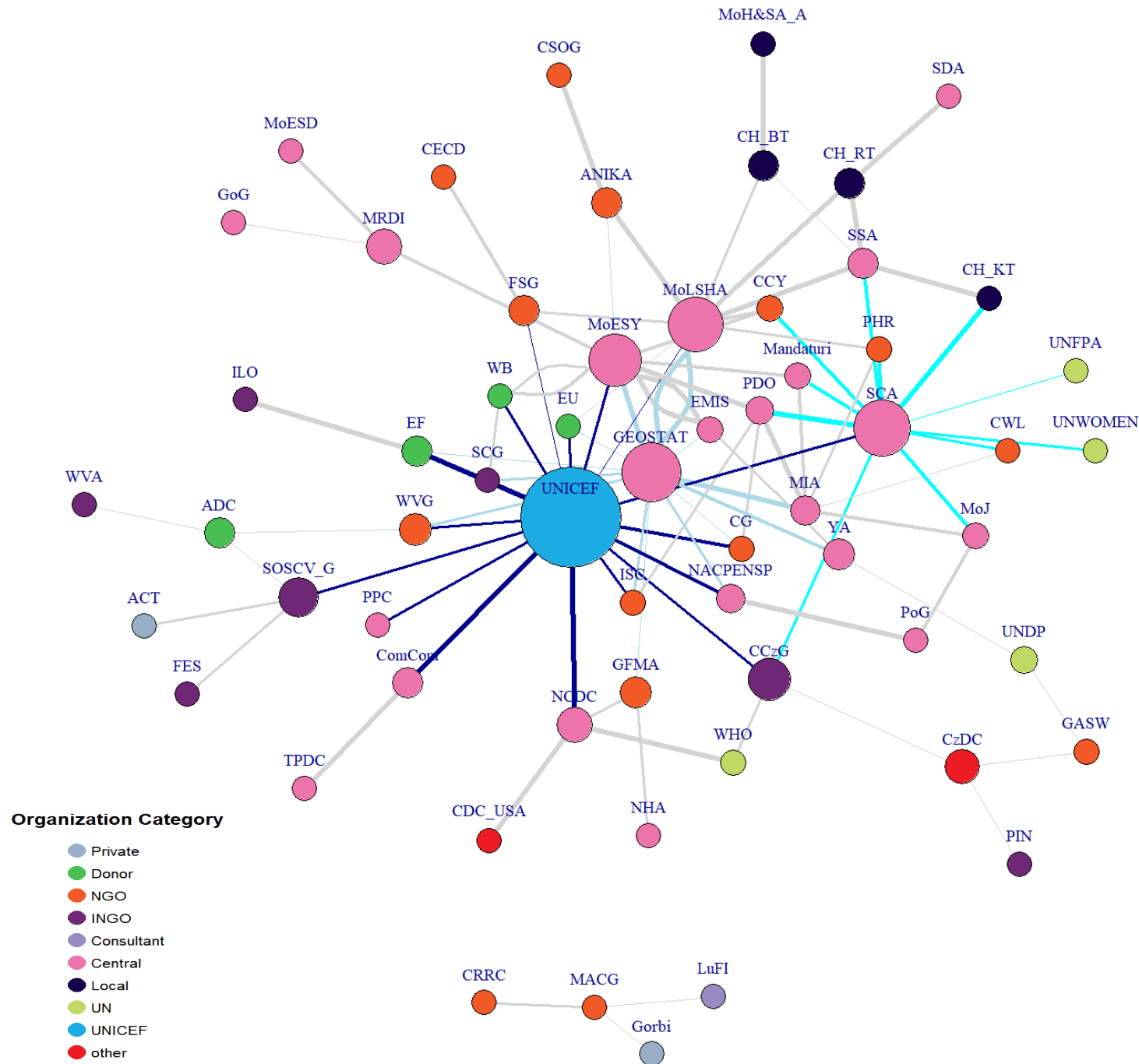
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Data and Evidence

Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between organizations
 - *Thicker line* – stronger relationship in 2023 (formal and frequent)
 - *Thinner line* – weaker relationship in 2023 (informal and infrequent)
 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization



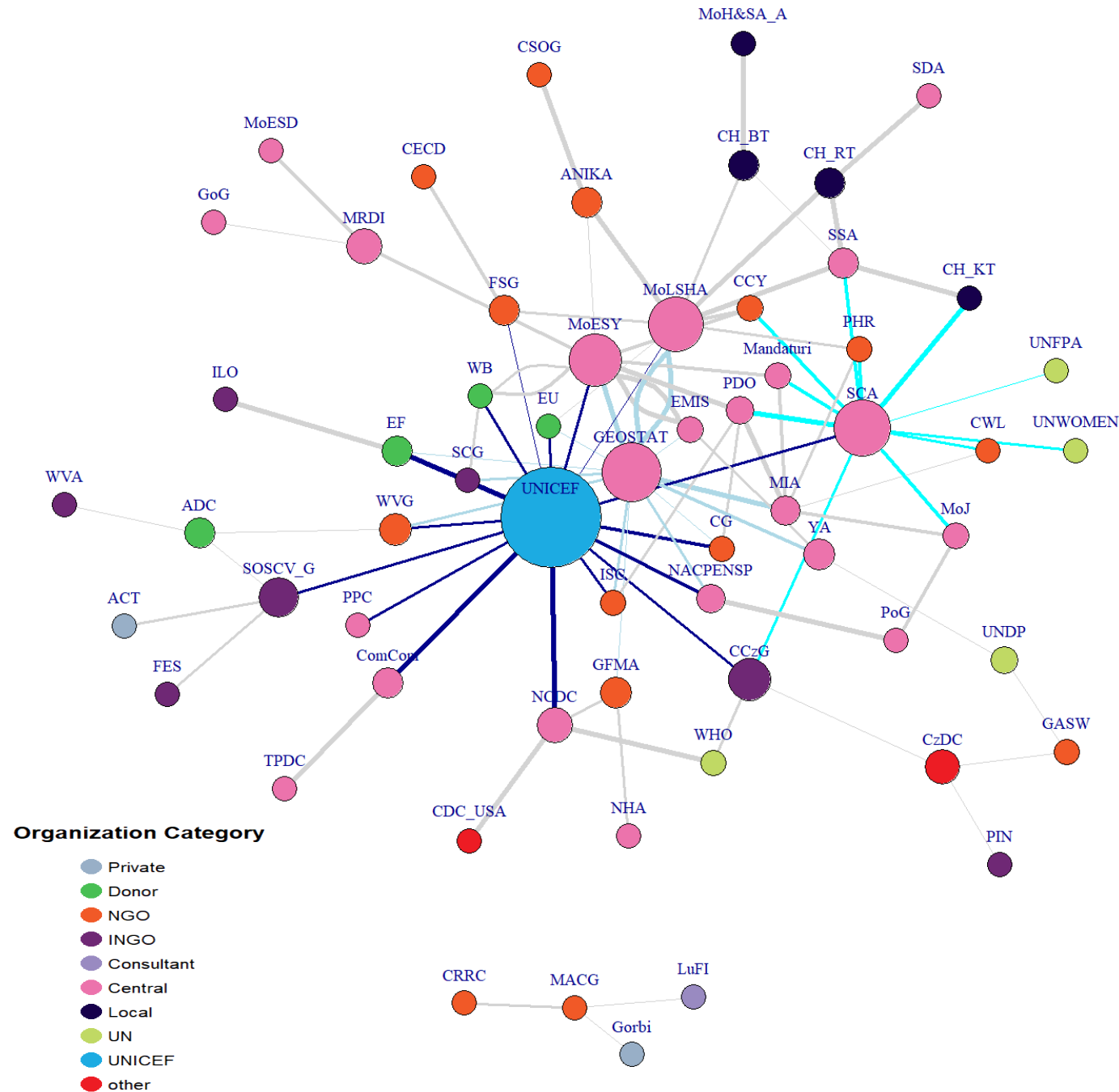
Data and Evidence

Principal Facilitator

(betweenness centrality)

To whom did you go for data & evidence of child and adolescent-related programming, advocacy, or policy development/ implementation in 2023?

- ❑ 37 organizations were interviewed, and 61 organizations were identified
- ❑ In 2023, UNICEF (large blue node) was the principal or most central “bridge” in facilitating connections between organizations on this issue.
- ❑ Four other organizations (all central gov’t) were “bridges” (larger pink circles): 1) Georgia’s National Statistics Office (Geostat), 2) the Ministry of Labor, Health, & Social Affairs (MoLSHA), (3) the State Care Agency (SCA), and 4) the Ministry of Education, Science & Youth (MoESY)



Data and Evidence



Principal Facilitator

(In-degree centrality)

- ❑ The degree centrality metrics (organizations that reported having either a formal or informal relationship with UNICEF) showed that a total of 17 organizations named UNICEF among the top three partners when requesting data and reliable evidence concerning child- and adolescent-related policy advocacy, design, and implementation. These 17 organizations were:

- | | |
|---|---|
| 1. State Care Agency (SCA) | 10. Initiative for Social Change (ISC) |
| 2. Ministry of Education, Science and Youth (MOESY) | 11. National Agency for Crime Prevention, Enforcement of Non-custodial Sentences and Probation (NACPENSP) |
| 3. Ministry of Labour, Health, and Social Affairs (MoLSHA) | 12. Expertise France (EF) |
| 4. Communications Commission (ComCom) | 13. Save the Children Georgia (SCG) |
| 5. National Center for Disease Control and Public Health (NCDC) | 14. Permanent Parliamentary Council for Protection of Children's Rights (PPC) |
| 6. Caritas Czech Republic Georgia (CCzG) | 15. SOS Children's Village Georgia (SOSCV_G) |
| 7. Caritas Georgia (CG) | 16. World Bank (WB) |
| 8. European Union (EU) | 17. World Vision Georgia (WVG) |
| 9. First Step Georgia (FSG) | |

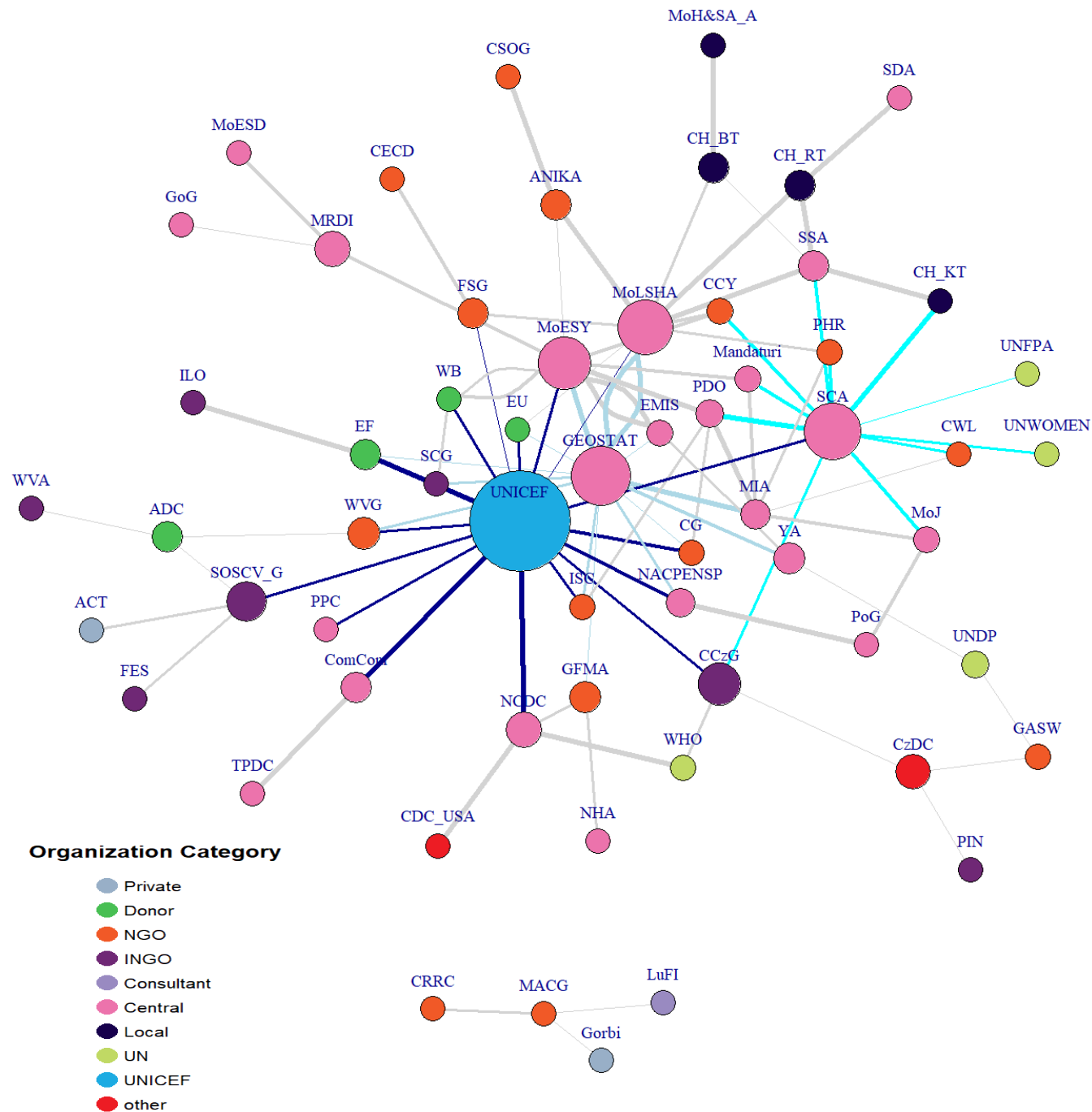
- ❑ The mentioned list illustrates that UNICEF in 2023 was directly connected to three other key bridging organizations, which also represent one of the most prominent actors in terms of child-related policies in Georgia (MoLSHA, SCA, MoESY). It was also connected with various INGOs and local NGOs operating in Georgia (Expertise France, SOS Children's Village, World Vision, Caritas Czech Republic Georgia, etc.)

Data and Evidence

Principal Facilitator

(betweenness centrality)

- ❑ The given map indicates that the main component of the network has strong ties. The dark thick lines represent stronger ties (formal & frequent relationships), while light thin lines indicate weaker ties (informal & infrequent relationships). As the map contains many darker and thicker lines, it implies that ties are quite strong among nodes, particularly around key bridges.
- ❑ Even though the main network contains well-connected nodes, one separated cluster is identified: Gorbi, Mac Georgia (MACG), Caucasus Research Resource Center (CRRG), and Individual consultant Lucy Flynn (LuFI). This is a research-oriented separated cluster concentrated around Mac Georgia (MACG) because the latter applied others for reliable data and evidence when it came to child- and adolescent-related policy advocacy, design, and implementation in Georgia in 2023.

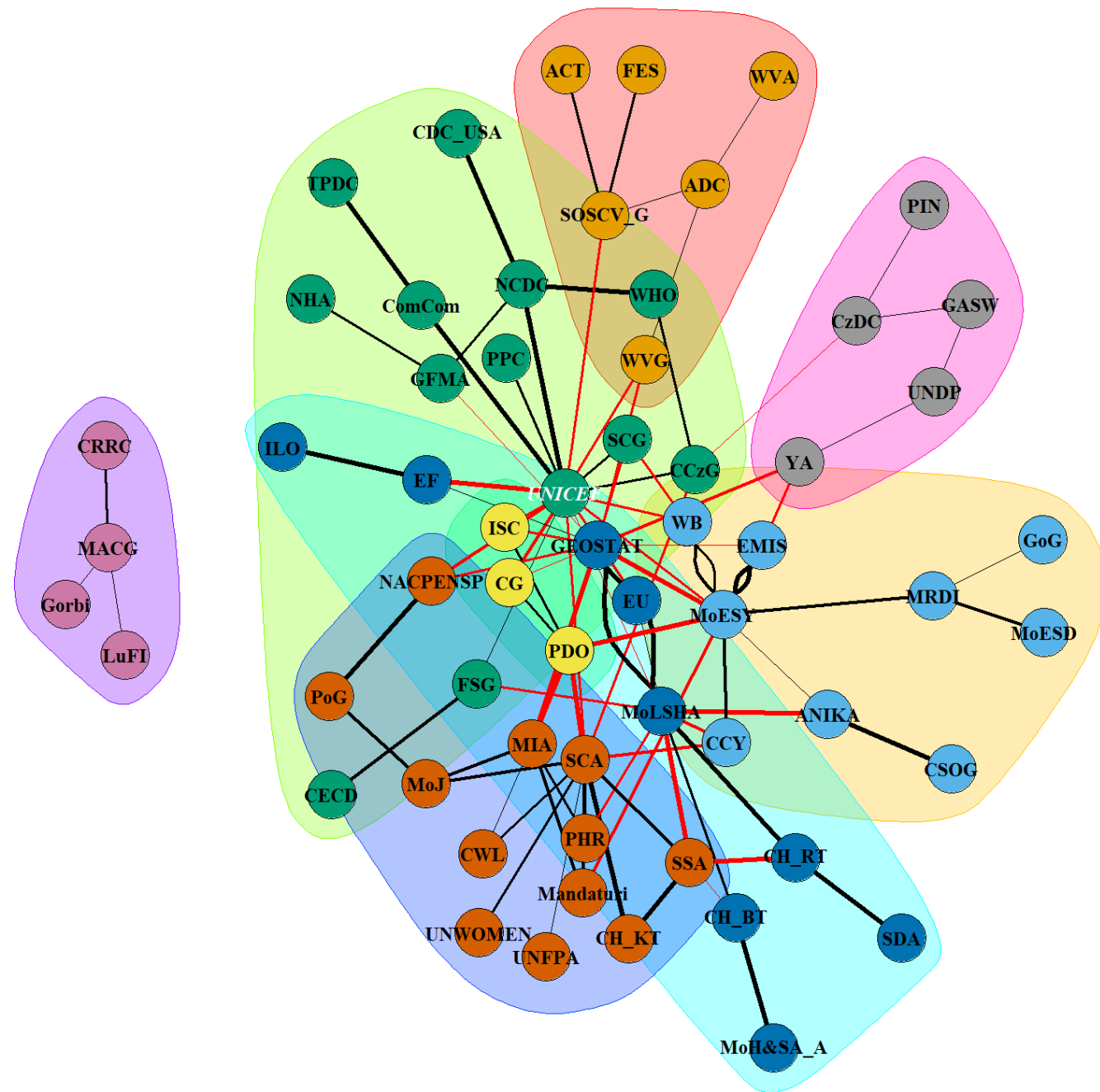


Data and Evidence

Communities

(Louvain clusters)

- ❑ Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- ❑ The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- ❑ On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- ❑ Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- ❑ On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community

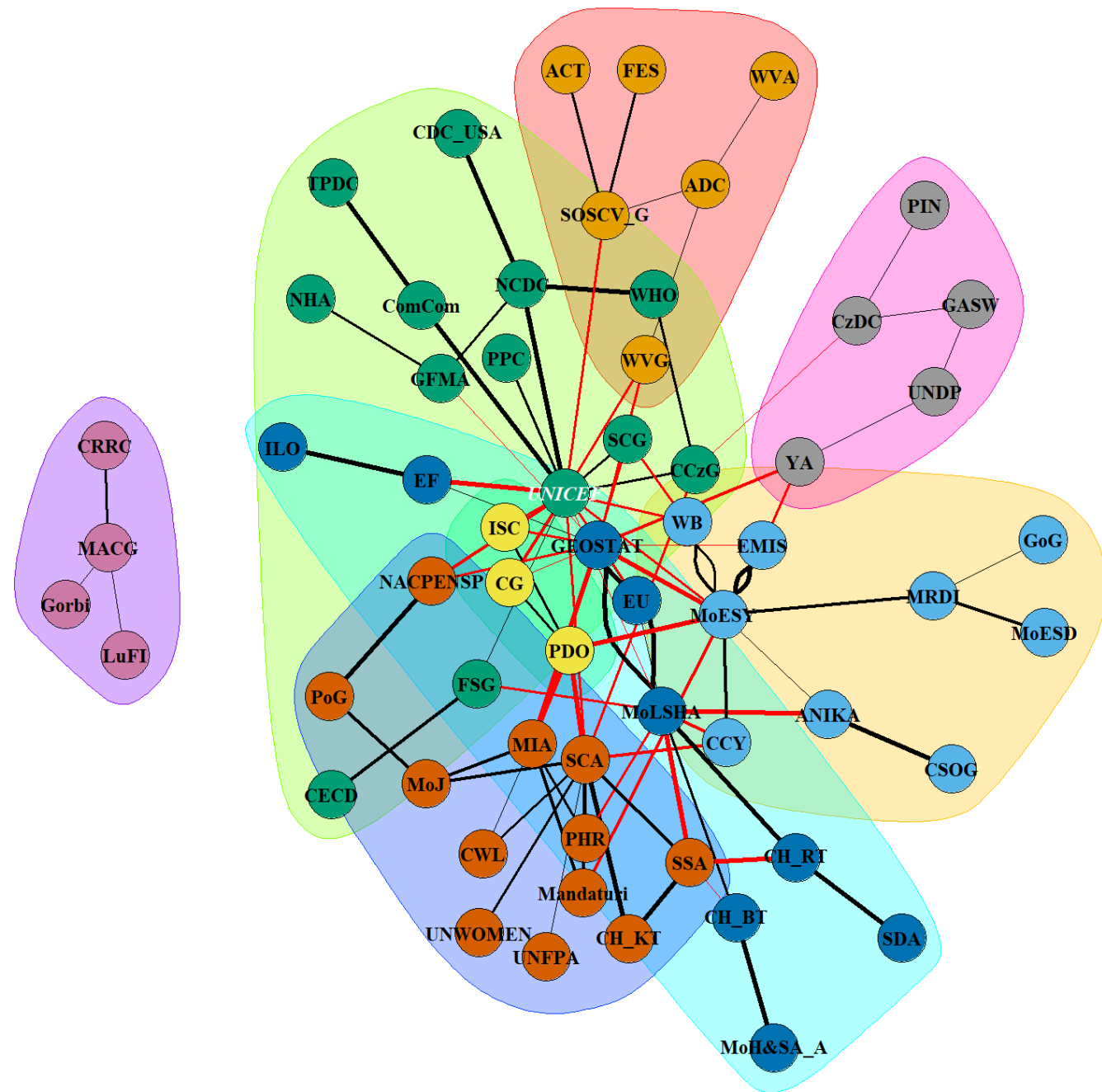


Data and Evidence

Communities

(Louvain clusters)

- ❑ 37 organizations were interviewed, and 61 organizations were identified
- ❑ In 2023, there were eight closely connected communities based on their connections in seeking up-to-date and reliable data and evidence.
- ❑ UNICEF was a member of a community comprised of 12 organizations (blue nodes in the light green colored community) other than itself: (1) Coalition for Early Childhood Development (CECD), (2) Permanent Parliamentary Council for Protection of Children's Rights (PPC), (3) Communications Commission (ComCom), (4) First Step Georgia (FST), (5) Georgian Family Medicine Association (GFMA), (6) Caritas Czech Republic Georgia (CCzG), (7) National Center for Disease Control and Public Health (NCDC), (8) National Healthcare Agency (NHA), (9) Save the Children Georgia (SCG), (10) World Health Organization (WHO), (11) Centers for Disease Control and Prevention in USA (CDC_USA) and (12) National Center for Teacher Professional Development (TPDC)
- ❑ There was no pattern in the field of how the UNICEF community was formed. Interestingly, the UNICEF community has integrated actors operating in the healthcare field.
- ❑ The map reveals that red lines are observable around the nodes positioned at the central parts of the network implying that organizations positioned at the center interact with other community members. In contrast, organizations positioned at the peripheries have closer interactions with their community members mostly.
- ❑ It should be mentioned that compared to other positioning issues, the Data and Evidence network has more inter-community interactions – more red lines are present on the community map.



**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

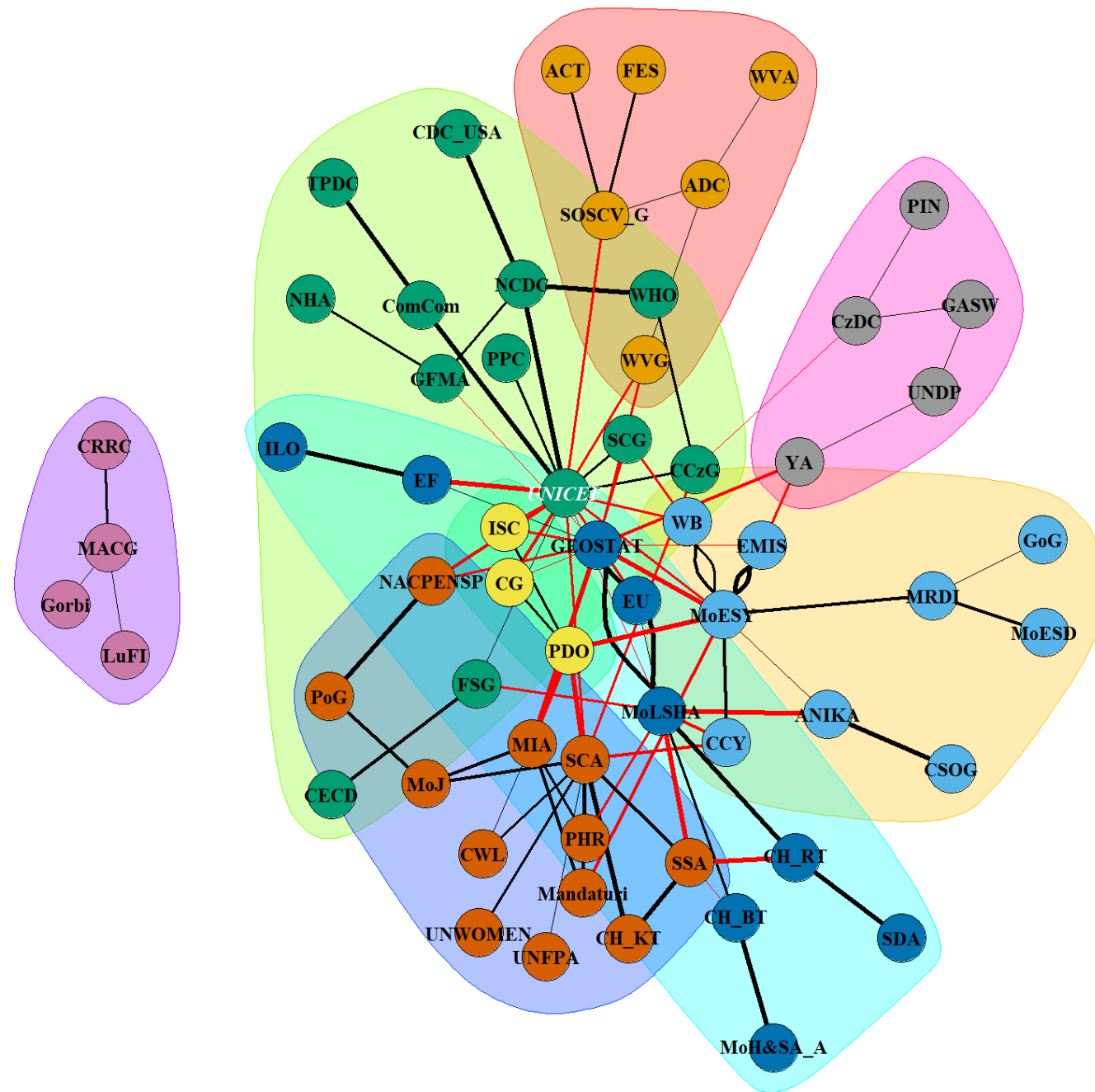
Data and Evidence

Communities

(Louvain clusters)

The largest group of state agencies was concentrated in different communities. Several communities were distinguished comprising state agencies, specifically:

- ❑ Community wrapped around the Ministry of Education Science and Youth (MoESY) comprising other 9 actors (a yellow-colored community with blue nodes)
- ❑ Communities concentrated around the Ministry of Labor, Social and Health Affairs (MoLSHA) and National Statistics Office of Georgia (GEOSTAT) comprising other 7 actors (a light green-colored community with yellow nodes)
- ❑ Communities uniting actors engaged in the child protection referral system that is wrapped around the State Care Agency (SCA) comprising 12 actors overall (purple-colored community). Those organizations are:
 - The National Agency for Crime Prevention, Execution of Non-custodial Sentences and Probation (NACPENSP)
 - Office of Resource Officers of Educational Institutions (Mandaturi)
 - Ministry of Internal Affairs (MIA)
 - Ministry of Justice (MoJ)
 - State Care Agency (SCA)
 - Social Service Agency (SSA)
 - Partnership for Human Rights (PHR)
 - Prosecutor's office of Georgia (POG)
 - Child Welfare League (CWL)
 - United Nations Population Fund (UNFPA)
 - The United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN)
 - Kutaisi City Hall (CH_KT)



NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning. 27

Data and Evidence



Bridging role activity

(Gould/Fernandez brokerage)

To whom did you go to for data & evidence of child and adolescent-related programming, advocacy, or policy development /implementation in 2023?

Org	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total
UNICEF	N/A	N/A	N/A	66	196	262
GeoStat	26	41	41	14	28	150
SCA	12	31	31	8	46	128
MoLSHA	2	13	13	14	38	80
MoESY	18	20	20	2	8	68

- ❑ 37 organizations were interviewed, and 61 organizations were identified
- ❑ In 2023, UNICEF was the most prominent and active bridge or broker among organizations seeking data and evidence. UNICEF and UN agencies were not interviewed in this study and since the three roles of Coordinator, Gatekeeper, and Representative are related to a brokering role associated with UNICEF or with other similar UN agencies, these three roles are not applicable to UNICEF.
- ❑ UNICEF facilitated these connections primarily as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations), an indication of brokerage role uniqueness.
- ❑ The government organizations, GeoStat and SCA, were also prominent data and evidence brokers in the network, however, they exhibited more diversity in brokering roles.

The primary activity in the scope of which organizations worked with partners regarding Data and Evidence



Preparing strategic documents, action plans, or reports

Drafting policy documents, strategy papers, project proposals, concept notes for legislative amendments, composing annual reports, analytical or research publications, etc. This functionality was particularly prominent among international non-governmental organizations.

1

Assessment of the current state of service delivery to children and families with children

Some organizations, primarily from the NGO sector, requested specific data and evidence from state agencies to measure the effectiveness of state social programs targeting children and families with children. In addition to program outreach, they also evaluated the capacity of social workers, which is an integral part of proper service delivery to children and their families, particularly, when working with vulnerable children. The obtained data and evidence also suggested potential training topics for social workers.

2



The primary activity within the scope of which organizations worked with partners regarding Data and Evidence

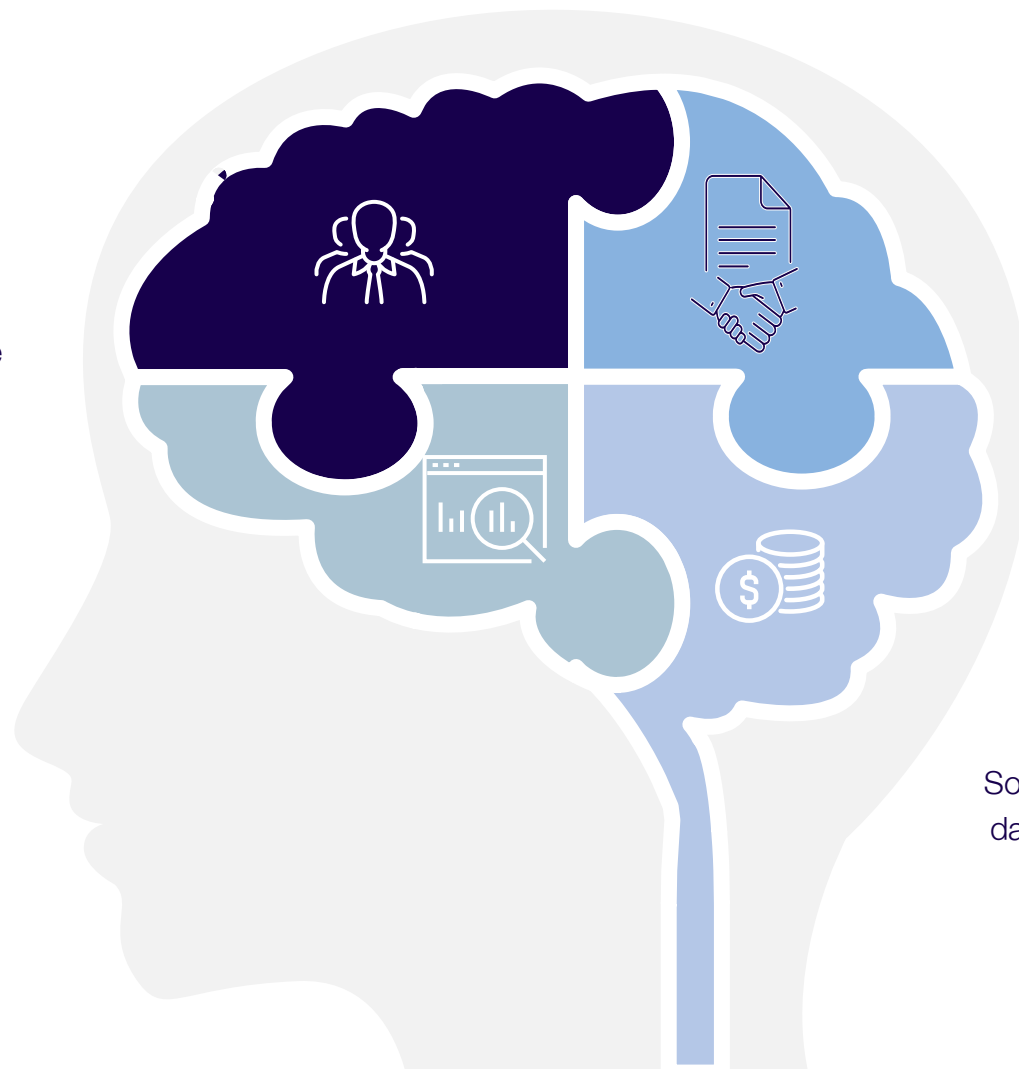


Advocacy

Gathering data and evidence for advocating the rights of children and the fulfillment of the United Nations Convention on the Rights of the Child.

Monitoring and evaluation

Assessing the prevalence of violence or poverty among children and families with children and monitoring the implementation of projects (both in the **public** and **non-public** sectors).



Developing standards and guidelines

Developing standards and guidelines to enhance components of child- and adolescent-related policies in Georgia. For instance, establishing standards, authorization rules, and electronic registration procedures for children at preschool education facilities.

Determining local budget requirements

Some **local authorities** collect child- and adolescent-related data and evidence from other state agencies to determine budget requirements for existing or newly launched programs/services.

The primary activity in scope of which organizations worked with partners regarding Data and Evidence



EXPANDING EDUCATIONAL OPPORTUNITIES FOR CHILDREN AND ADOLESCENTS IN GEORGIA

For instance, the incorporation of certain essential components, such as media literacy, into the formal educational framework.



IDENTIFYING BEST INTERNATIONAL PRACTICES

Identifying best international practices that could be valuable in developing programs and projects for Georgian beneficiaries.



MAPPING

mapping key actors working with children and adolescents in Georgia, mapping key facilities providing services to children and families with children, etc.



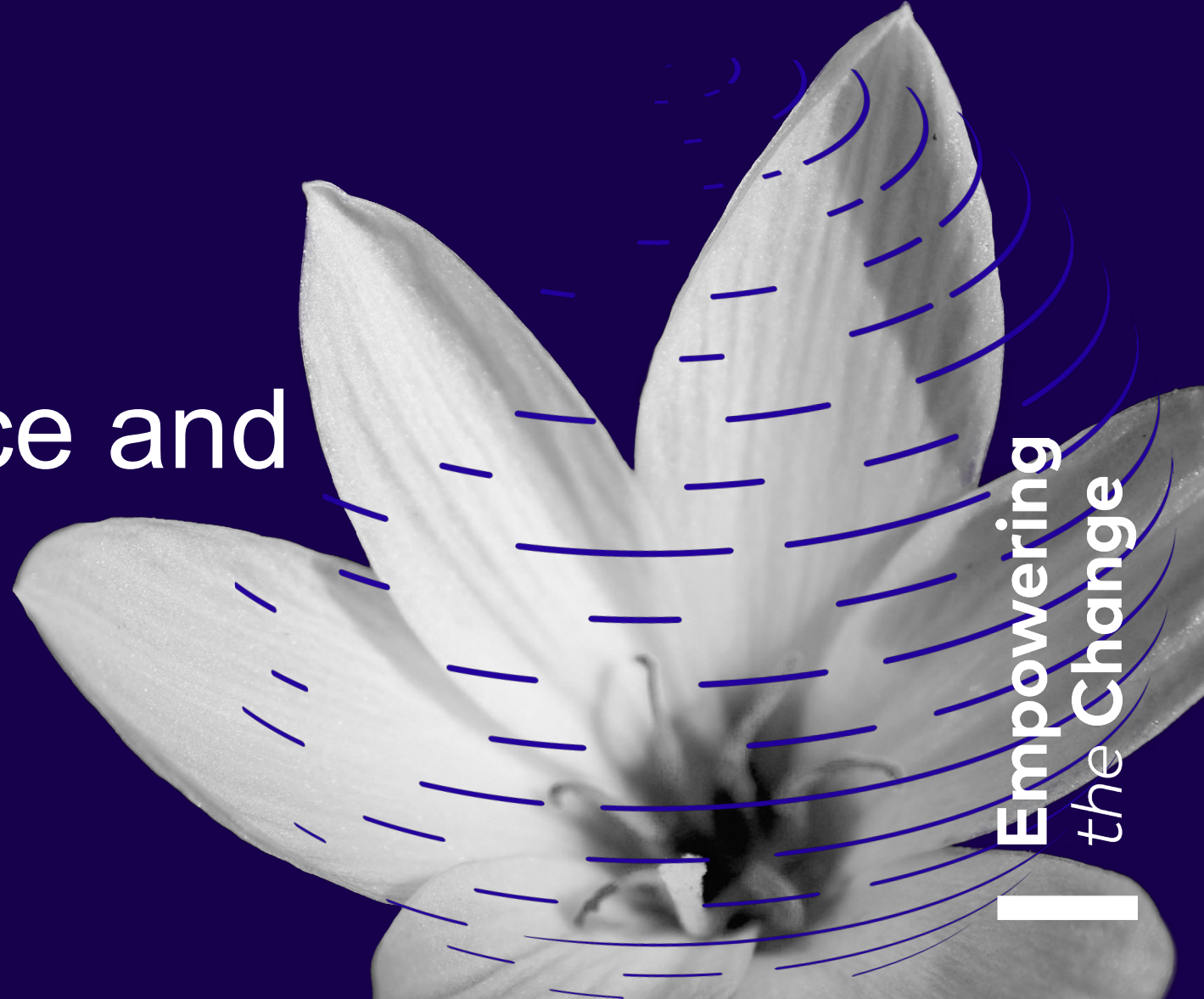
GATHERING EVIDENCE ABOUT THE TARGET POPULATION TO IMPLEMENT PROGRAMS

Certain state agencies exchanged information to implement various state social programs aimed at children and adolescents. **Local non-governmental organizations** obtained data and evidence from state agencies to implement their projects and programs.





Technical Assistance and Capacity Building



Empowering
the Change

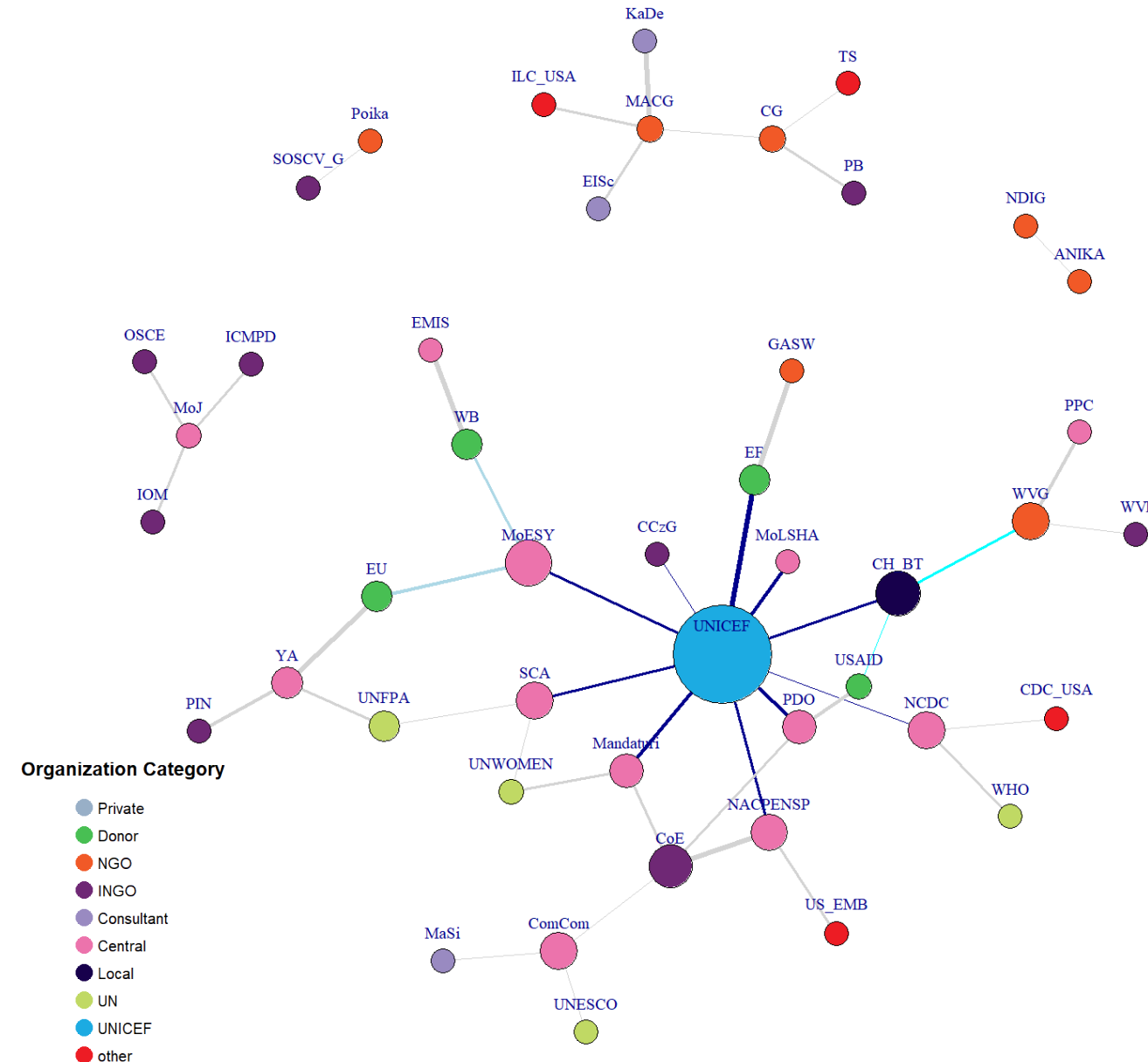
Technical Assistance and Capacity Building



Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between organizations
 - *Thicker line* – stronger relationship in 2023 (formal and frequent)
 - *Thinner line* – weaker relationship in 2023 (informal and infrequent)
 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization



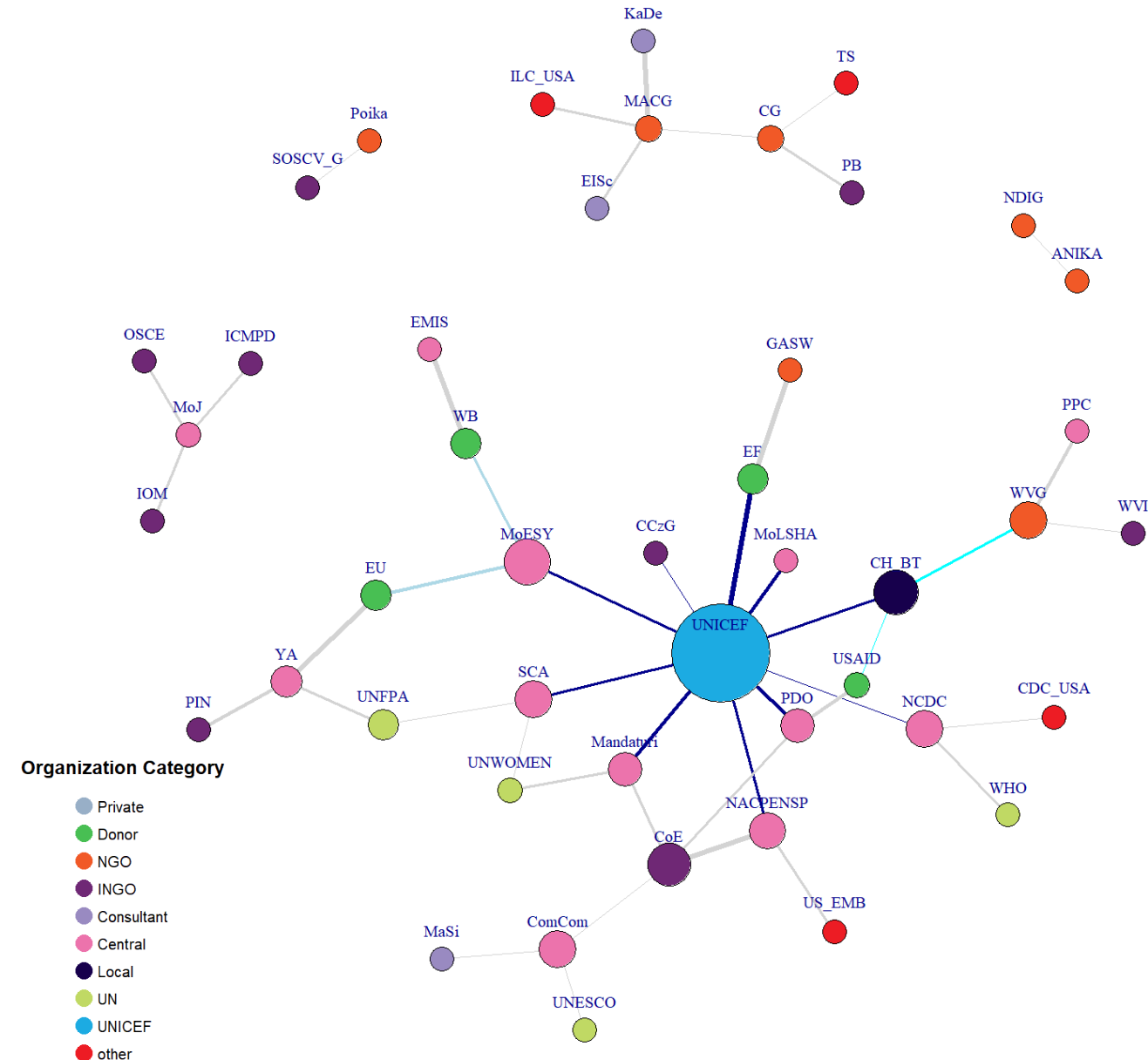
Technical Assistance and Capacity Building



Principal Facilitator (betweenness centrality)

To whom did you go for technical assistance / capacity-building on child-related programming, advocacy, or policy development/implementation in 2023?

- ❑ 37 organizations were interviewed, and 45 organizations were identified
- ❑ Noteworthy, fewer organizations (45) were involved in TA in 2023 than D&A (63 organizations).
- ❑ In 2023, UNICEF (large blue node) was the principal or most central “bridge” in facilitating connections between organizations on TA/CB in the network.
- ❑ Three other organizations were also “bridges” (larger pink circles): 1) the Ministry of Education, Science & Youth (MoESY), 2) the Council of Europe (CoE), and the City Hall of Batumi (CH-BT).
- ❑ The dark thick lines represent stronger connections, while light thin lines indicate weaker connections. As the map contained many separated and fragmented clusters and there were quite a number of thinner lines, it could be said that strong ties did not characterize the network.



Principal Facilitator

(In-degree centrality)

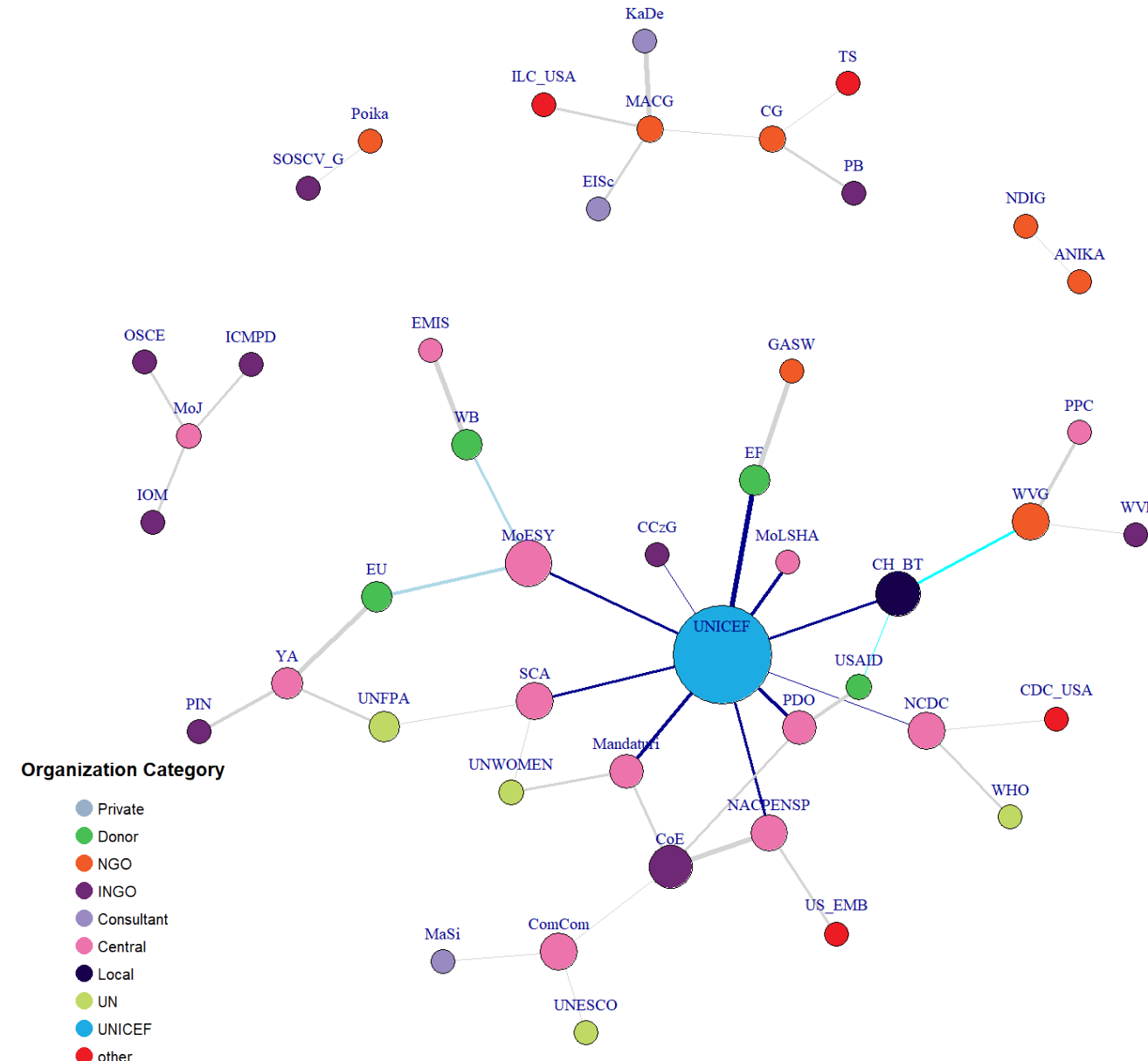
- ❑ According to in-degree centrality metrics, a total of 10 inquired organizations named UNICEF among the top three partners that they have applied to receive technical assistance or capacity building concerning child- and adolescent-related policy advocacy, design, and implementation in 2023. Those 10 organizations were:
 1. Ministry of Education, Science, and Youth (MoESY)
 2. Ministry of Labor, Health and Social Affairs (MoLSHA)
 3. State Care Agency (SCA)
 4. Office of Resource Officers of Educational Institutions (Mandaturi)
 5. Public Defender's Office (PDO)
 6. National Agency for Crime Prevention, Execution of Non-custodial Sentences and Probation (NACPENSP)
 7. National Center for Disease Control and Public Health (NCDC)
 8. Caritas Czech Republic In Georgia (CCzG)
 9. Expertise France (EF)
 10. Batumi City Hall (CH_BT)
- ❑ The list shows that when it came to technical assistance and capacity building, UNICEF was strongly connected with key state organizations in charge of child-related policy in Georgia (MoESY, MoLSHA, SCA).
- ❑ UNICEF had quite strong ties with actors from the central government and INGO sectors. In addition, it was also connected with the local government in Batumi. It is noteworthy that in general, Batumi municipality had a relatively large betweenness centrality because of 3 connections (WVG, USAID, and UNICEF) of which two are relatively strong - thick dark lines (WVG and UNICEF) and it was only interviewed municipality receiving TA/CB In 2023.



(betweenness centrality)

The map shows that there was a total of 4 separated clusters that were not connected to the network's main component. Specifically:

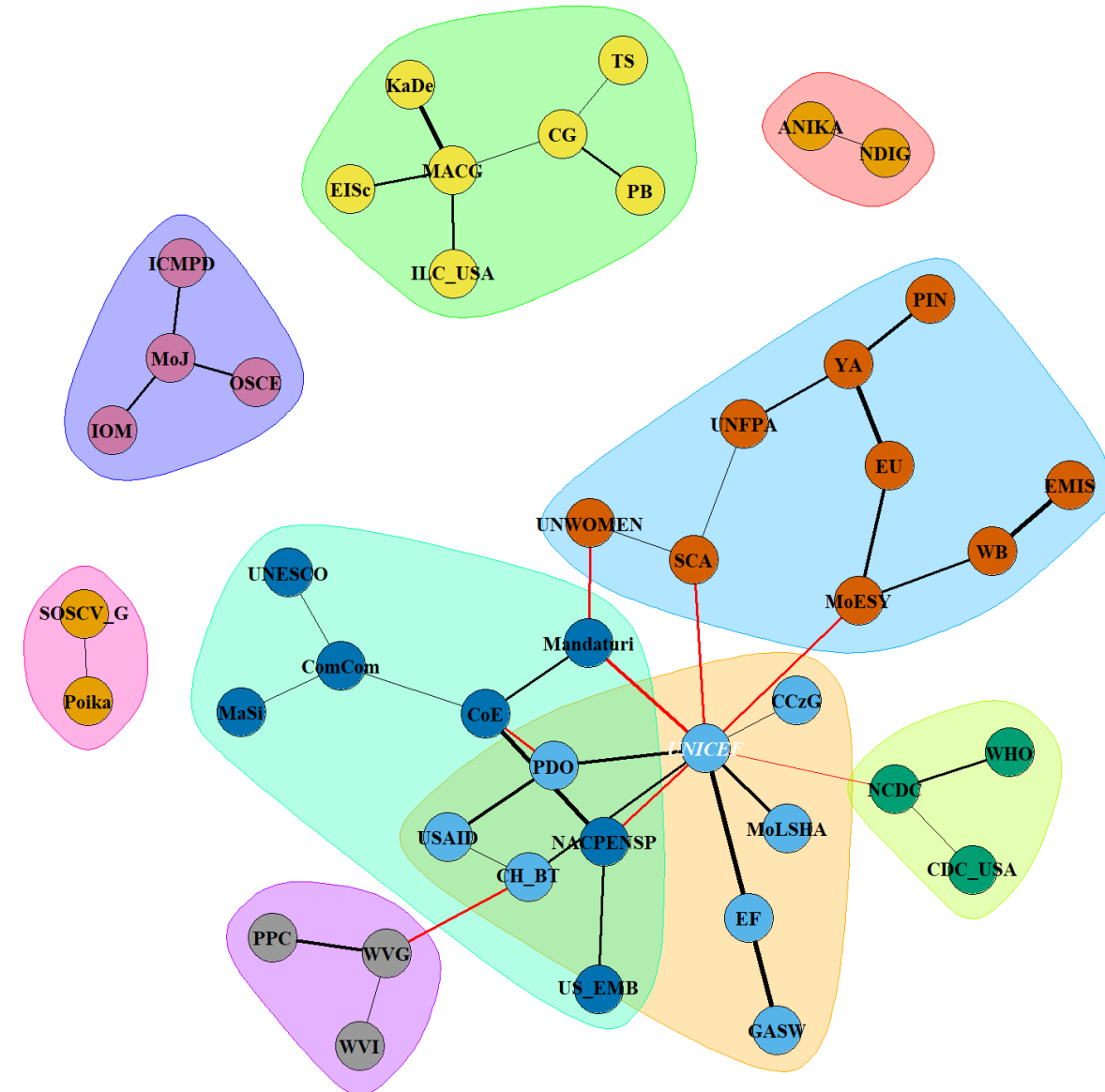
- ❑ Association “Anika” and National Democratic Institute Georgia (NDIG) formed one separate cluster
- ❑ The second cluster was formed by SOS Children’s Village Georgia and Poika
- ❑ The next separate cluster was created by the International Organization for Migration (IOM), the International Centre for Migration Policy Development (ICPMD), the Ministry of Justice (MoJ), and the Organization for Security and Cooperation in Europe (OSCE)
- ❑ The last separated cluster was formed by Independent Living Center USA, Protective Behavior (PB), Treat Smart (TS), and individual consultants Kathleen Deery and Elsje Scheffler
- ❑ Even though the Ministry of Justice was presented in a separate cluster, it does not imply that it was missing from the central government entities or protection nodes, as the National Agency for Crime Prevention, Execution of Non-custodial Sentences and Probation (NACPENSP) is LEPL subordinated to it which works specifically on the juvenile justice system and children in the conflict with the law. Therefore, on the one hand, the Ministry of Justice is represented in the network through a specialized agency - the National Agency for Crime Prevention, Execution of Non-custodial Sentences and Probation (NACPENSP). On another hand, methodologically, organizations were allowed to name the top 3 organizations and if they could name more, it is possible that MoJ could be connected to the main network component and not separated.



Communities

(Louvain clusters)

- ❑ Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- ❑ The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- ❑ On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- ❑ Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- ❑ On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community



Technical Assistance and Capacity Building

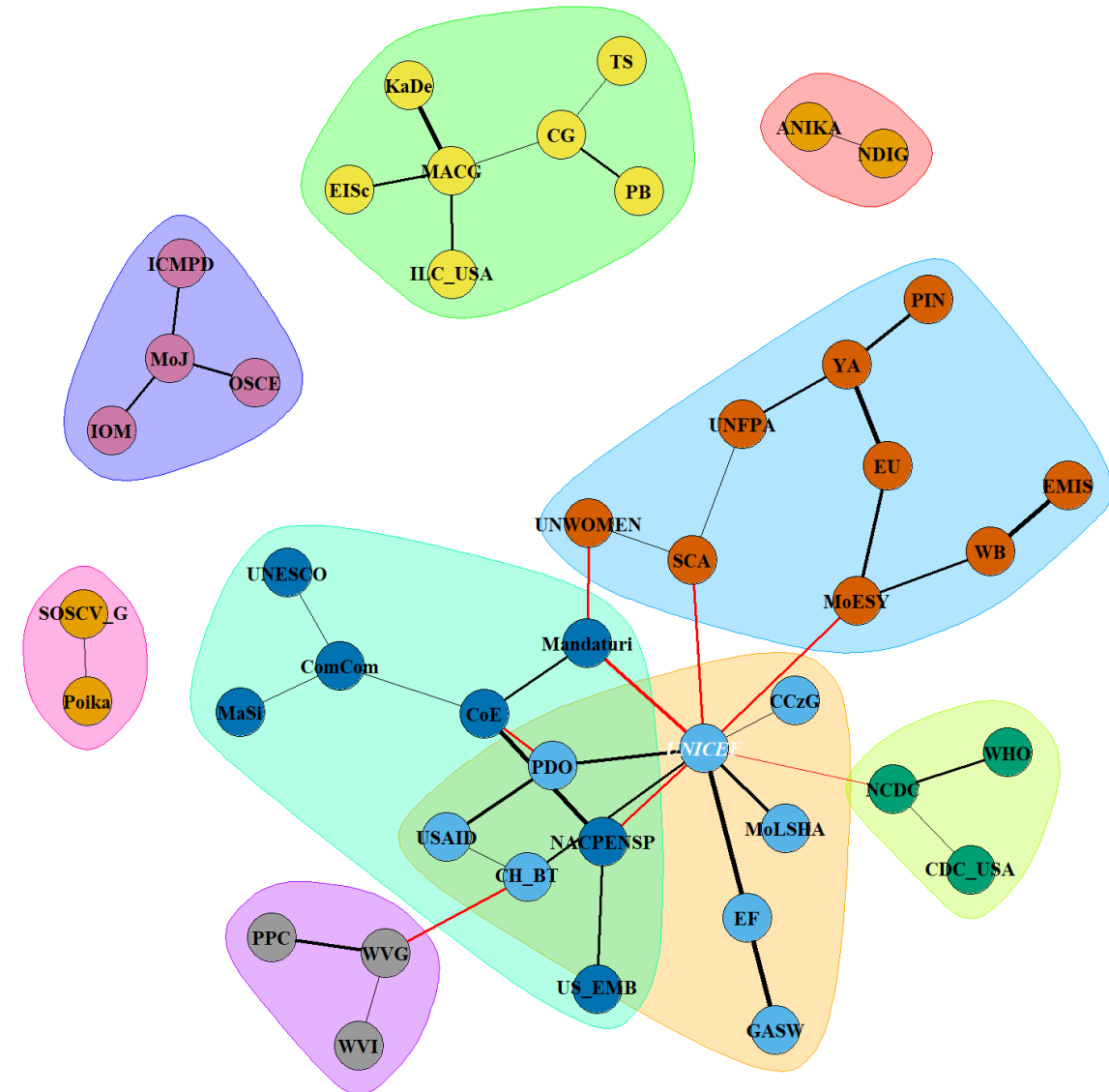


Communities

(Louvain clusters)

To whom did you go for technical assistance / capacity-building on child-related programming, advocacy, or policy development/implementation in 2023?

- ❑ 37 organizations were interviewed, and 45 organizations were identified
- ❑ In 2023, there were nine closely connected organizational communities based on their connections in needing and seeking TA&CB on child and adolescent-related programming, advocacy, or policy development/implementation.
- ❑ UNICEF was a member of a community comprised of 7 organizations (light brown colored community) other than itself. Other members included: 1) the Ministry of Internally Displaced Persons from the Occupied Territories, Health, Labour and Social Affairs of Georgia (MoLSHA), 2) Caritas Czech Republic in Georgia (CCzG), 3) Expertise France (EF), 4) Georgian Association of Social Workers (GASW), (5) Public Defenders Office (PDO), (6) USAID, (7) Batumi City Hall (CH_BT)

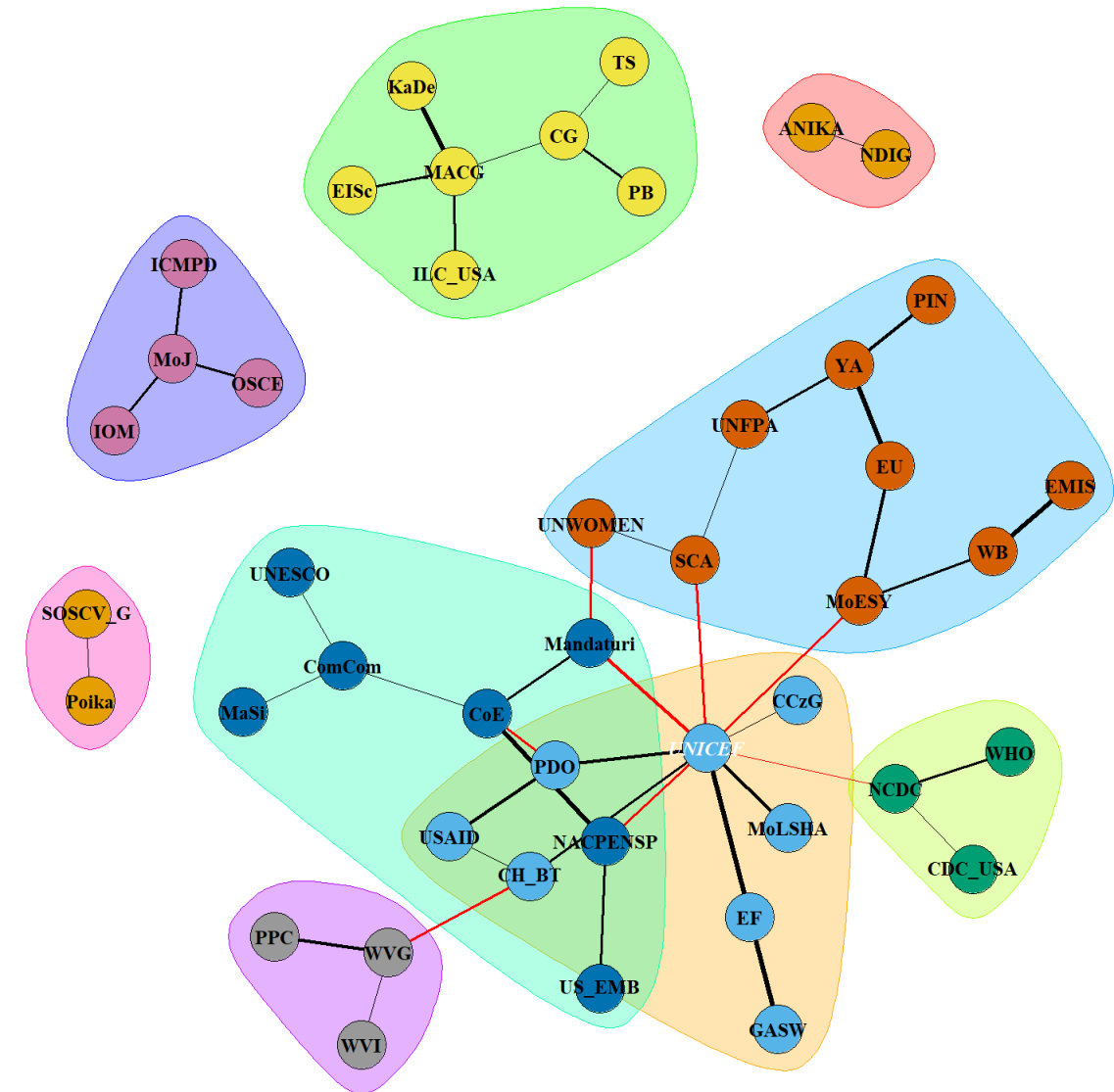


**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Communities

(Louvain clusters)

- ❑ It is noteworthy that there were some patterns of community formation, however, it cannot be generalized to each community.
- ❑ For instance, the UNICEF community mostly included entities working in the field of social work and social protection.
- ❑ There was a separate community of organizations working in the healthcare field including the National Center for Disease Control (NCDC), World Health Organization (WHO), and Center for Disease Control and Prevention (CDC_USA)
- ❑ There was also a community of organizations working on education- and youth-related fields – Youth Agency (YA), Ministry of Education, Science and Youth (MoESY), European Union (EU), World Bank (WB) an Education Management Information System (EMIS), State Care Agency (SCA), People in Need (PIN), UN Women
- ❑ The given map shows that inter-community interaction was lacking in the TA&CB network in 2023; However, some organizations were instrumental in facilitating connections between various communities including UNICEF, Council of Europe (CoE), World Vision Georgia (WVG), Ministry of Education, Science and Youth (MoESY), State Care Agency (SCA), Batumi City Hall (CH_BT), Public Defenders Office (PDO), Office of Resource Officers of Educational Institutions (Mandaturi), and the National Agency for Crime Prevention, Execution of Non-custodial Sentences and Probation (NASPENSP)

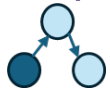
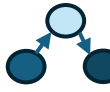


**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Bridging role activity

(Gould/Fernandez brokerage)

To whom did you go for Technical assistance and capacity building for child and adolescent-related programming, advocacy, or policy development/implementation in 2023?

Org	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total
UNICEF	N/A	N/A	N/A	42	48	90
CoE	0	0	0	12	0	12
MACG	0	3	3	2	4	12
CG	0	2	2	0	2	8
CH_BT	0	0	0	0	6	6

- ❑ 37 organizations were interviewed and 45 were organizations identified
- ❑ In 2023, UNICEF was the most prominent and active bridge or broker among organizations seeking TA & CB in this network. Due to the methodological approach, UNICEF could not take Coordinator, Gatekeeper, and Representative roles, therefore, it facilitated these connections equally as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relation between two same types of organizations), again showing limited types of brokerage roles
- ❑ The organizations, CoE and MACG, were also prominent TA&CB brokers in the network.

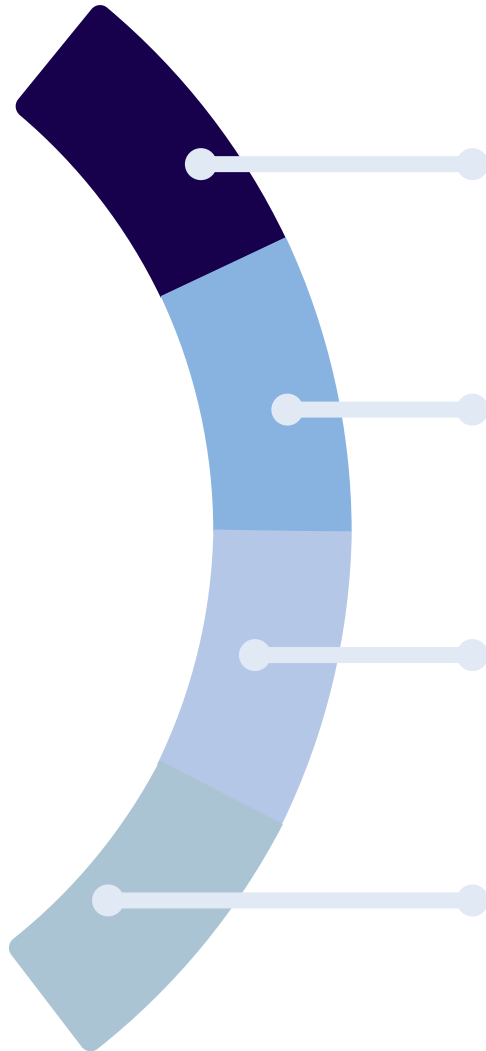
The primary activity in the scope of which organizations worked with partners regarding technical assistance and capacity building



- ❑ Several organizations and donors collaborated with key stakeholders engaged in child and adolescent-related advocacy, policy development, and implementation to enhance their capabilities and provide technical support in their respective domains.
- ❑ One of the most significant components of technical assistance and capacity-building efforts was the training provided on various topics.
- ❑ Organizations named as providers of training in various directions are UNICEF, World Vision, European Union, Protective Behavior, National Democratic Institute, International Organization of Migration, Council of Europe, and some individual consultants.
- ❑ When interpreting the qualitative results, it is important to consider that information concerning the specific nature of capacity building or technical assistance was gathered only for the first partner organization named. Therefore, it is possible other named organizations also provided training which are not contextually analyzed and reflected in the survey due to its limitation.

Training topics		
Advocacy	Positive Parenting	Media and Digital Literacy
Monitoring and Evaluation	Psychosocial Service Delivery	Cyber Security
Policy Planning	Identification of the signs of trafficking among underage children and juveniles, psychological aspects of trafficking, and online trafficking of children.	Data Analysis
Leadership and Management	Improving protective skills among children to prevent them from becoming victims of violence	Etc.

The primary activity in the scope of which organizations worked with partners regarding TA&CB



Foster care and Early Childhood Development Programs

Providing support encompassing programs related to foster care and early childhood development. Technical assistance was offered to enhance the understanding of the mechanisms underlying foster care systems. Additionally, a thorough review of the foster care system and early childhood development programs in Georgia was conducted, involving field experts.

Preventive Healthcare Programs and Measures

Technical assistance was provided to evaluate the effectiveness of preventive healthcare programs in ensuring the well-being of mothers and children in Georgia. This includes the delivery of assessment tools for the elimination of vertical transmission of syphilis, AIDS, and hepatitis C from mother to child, as well as initiatives to raise awareness of tobacco consumption and the prevention of hepatitis C

Concept Note for Child Protection

Technical assistance was allocated to develop a concept note for legislative amendments concerning sexual abuse, exploitation, violence, and physical labor among children.

Consultancy to Introduce Barnahus

Expert support was provided to introduce Barnahus and develop rehabilitation services for children who have been sexually abused. The center was established and strengthened through capacity-building activities to ensure its effective functioning.

The primary activity in the scope of which organizations worked with partners regarding technical assistance and capacity building



Surveys on Children

Studies were conducted to assess the situation of children in conflict with the law, and infographics were developed for services oriented towards children under state care.



Development of Guidelines

Some guidelines were developed involving field experts, such as those for family doctors, instruments for early assessment, and referral procedures.



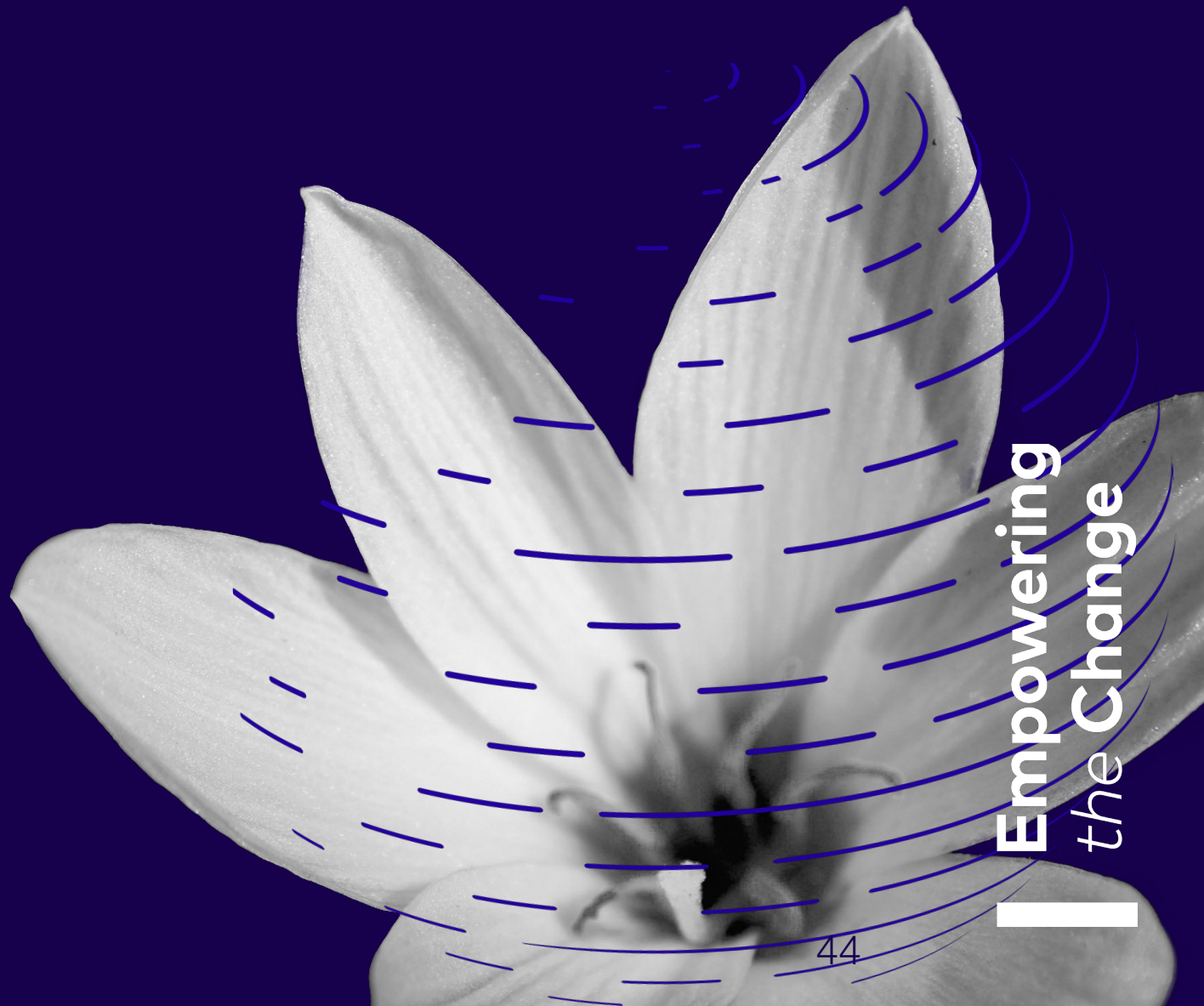
Improving School Database Management System

Some special efforts were made to improve the database management system of public schools.





Fundraising



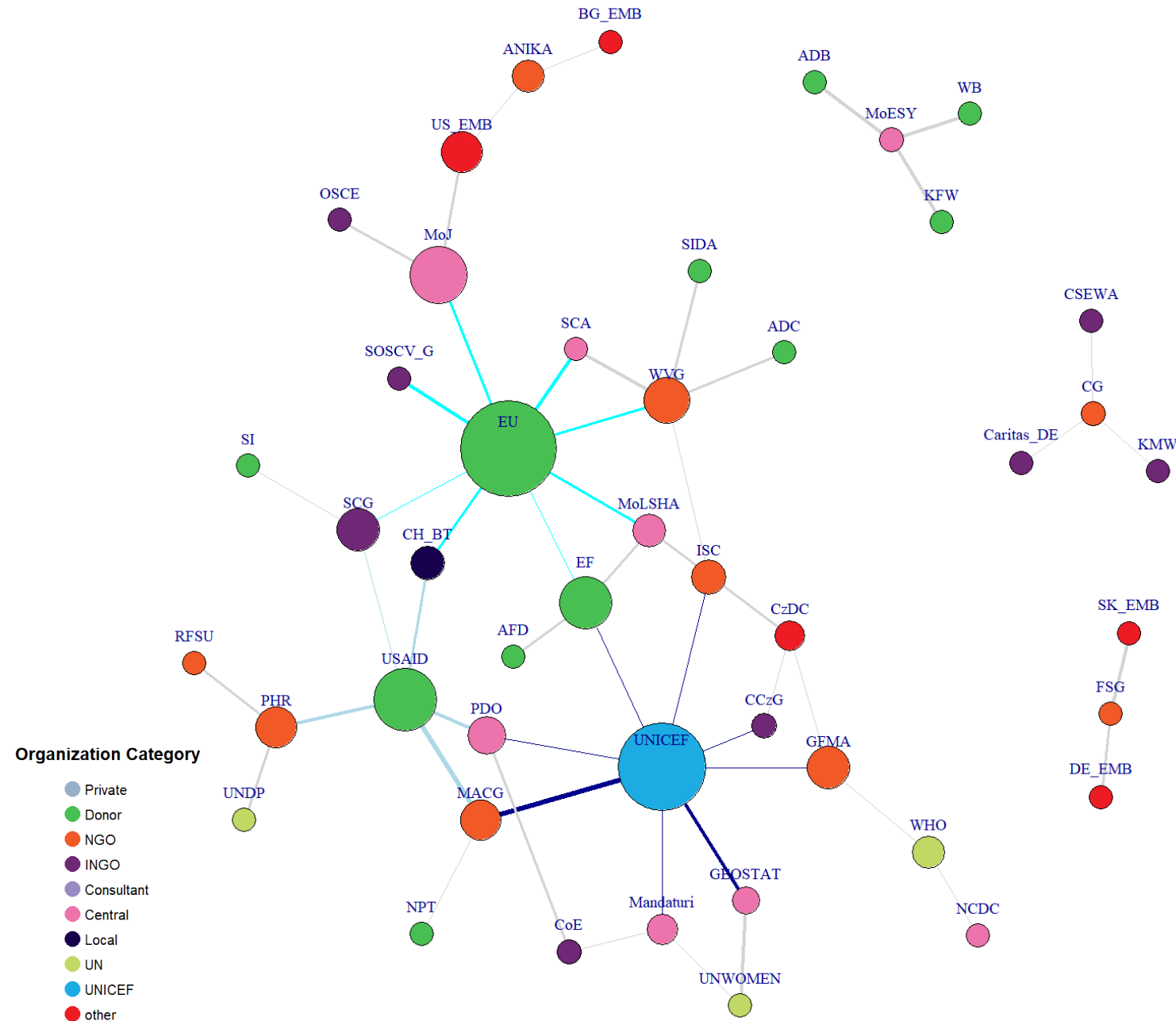
Empowering
the Change

Fundraising

Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between organizations
 - *Thicker line* – stronger relationship in 2023 (formal and frequent)
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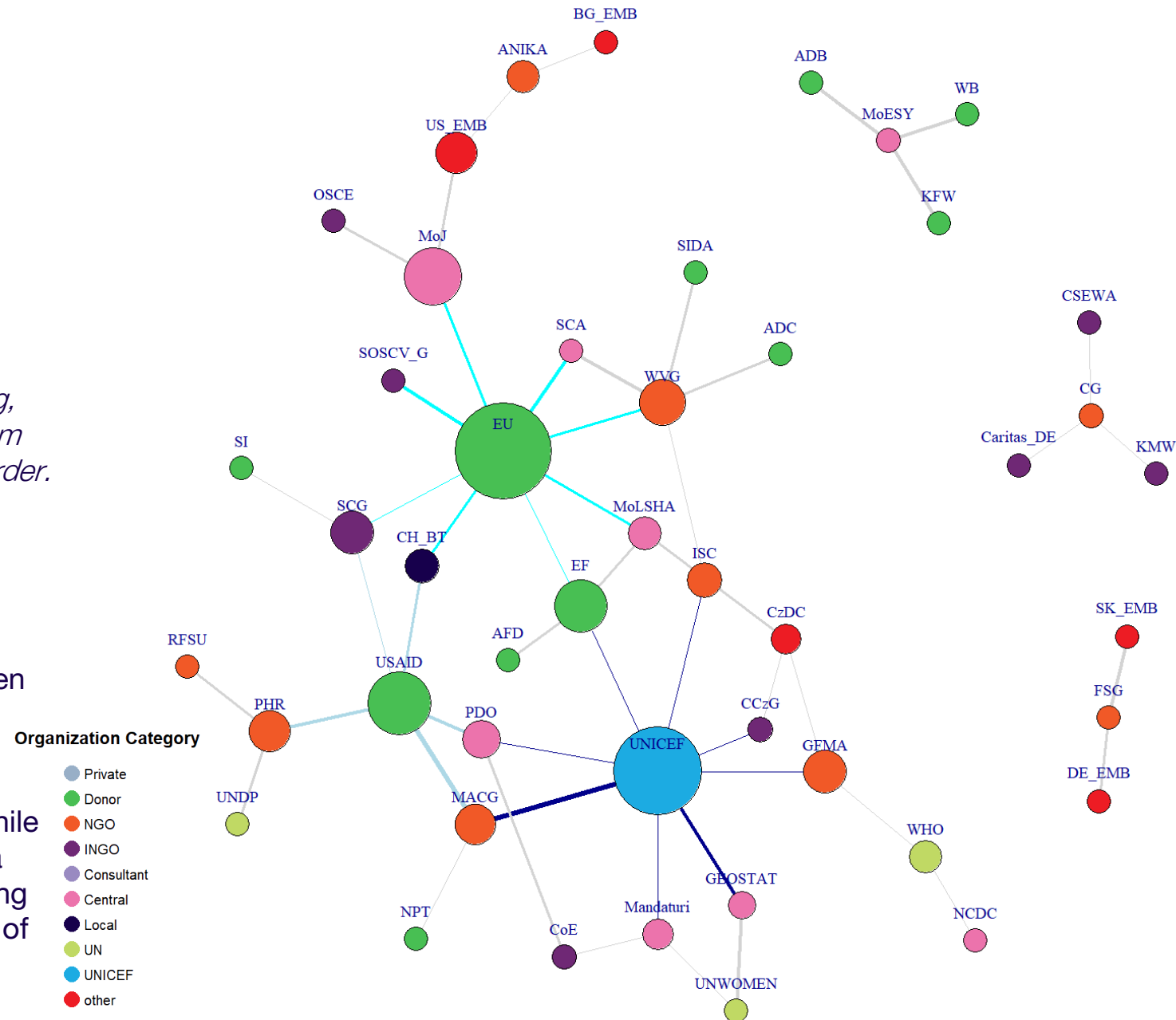
Fundraising

Principal Facilitator

(betweenness centrality)

In 2023, when you (your organization) needed to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/implementation, to whom did you turn? Please name the top 3 partners in priority order.

- ❑ 37 organizations were interviewed and 46 were organizations identified
- ❑ In 2023, the EU (large green node) was the principal or most central “bridge” in facilitating connections between organizations on fund-raising in the network.
- ❑ The two other organizations that played prominent “bridging” roles were UNICEF and USAID.
- ❑ On the map, dark thick lines represent stronger ties, while light thin lines indicate weaker ties. As there are quite a number of thinner lines it is not characterized as a strong relationship between organizations. Noteworthy, types of relationships were mostly formal under fundraising, however, the frequency of interaction was annual or quarterly mainly.



Principal Facilitator

(In-degree centrality)

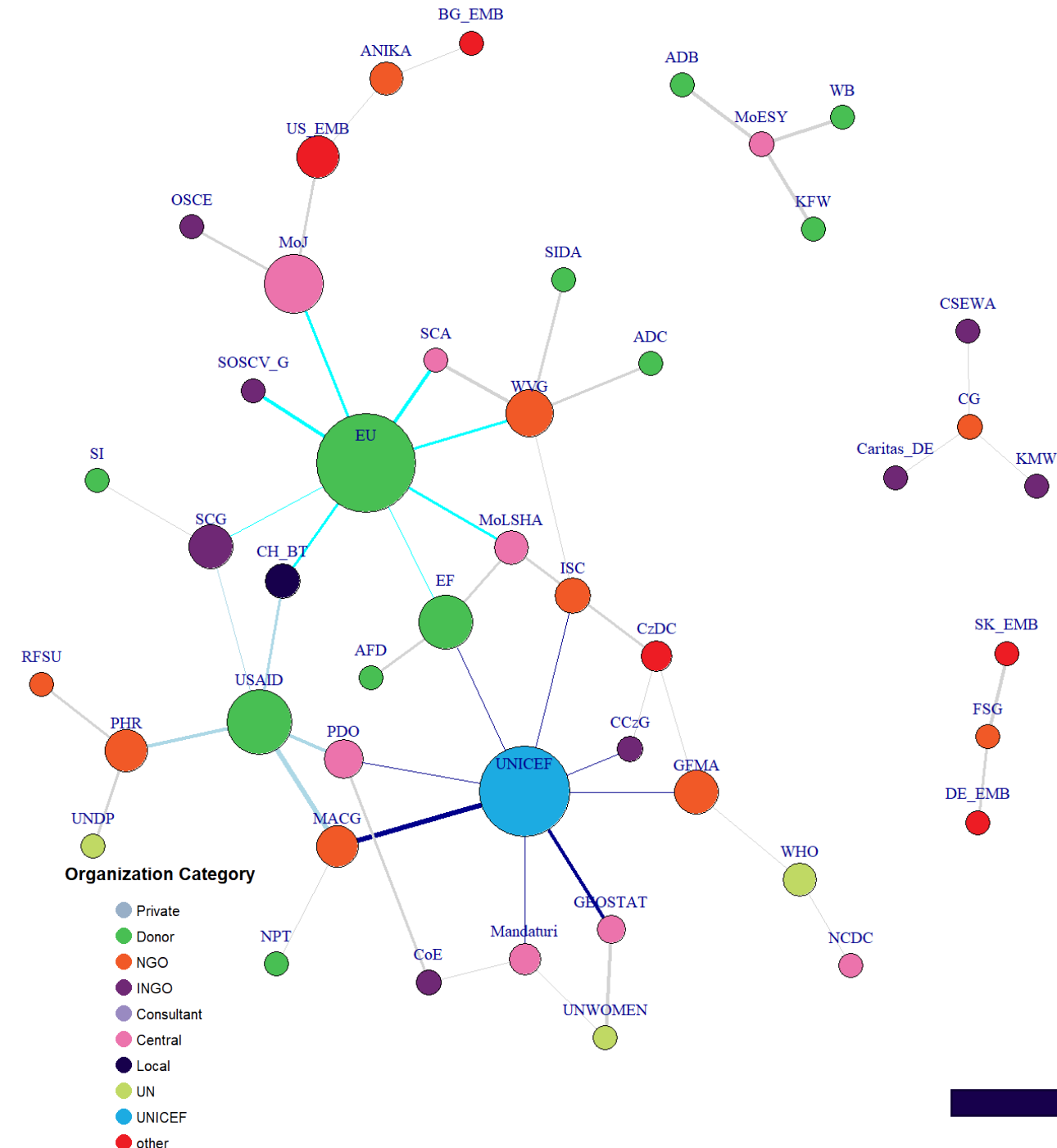
- ❑ In-degree centrality analysis shows that 8 organizations named UNICEF among the top three partners they have applied to raise funding for child- and adolescent-related policy advocacy, design, and implementation in 2023. The organizations were:
 - Caritas Czech Republic Georgia (CCzG)
 - National Statistics Office of Georgia (GEOSTAT)
 - Expertise France (EF)
 - Georgian Family Medicine Association (GFMA)
 - Initiative for Social Change (ISC)
 - MAC Georgia (MACG)
 - Office of Resource Officers of Educational Institutions (Mandaturi)
 - Public Defenders Office (PDO)
- ❑ It is noteworthy that even though UNICEF had well-facilitated connections with the entities from state and civil society sectors, the network map did not reveal the ties with other key bridges (EU and USAID). It may come from the methodological approach which did not envision interviewing UNICEF for this study. If UNICEF were interviewed, it is possible they would have a tie (if UNICEF had applied to EU or USAID for funding in 2023). If UNICEF did not apply to EU and USAID to obtain funding in 2023, the map would not reveal a connection, as questions concerning the funding were not applicable for donor organizations (they provide funding, but they do not apply it for other organizations).

Fundraising

Principal Facilitator

(betweenness centrality)

- ❑ The map shows that there were three clusters under the fundraising map which are separated from the main component of the network. These clusters were:
 - Embassy of Slovakia in Georgia (SK_EMB), First step Georgia, Embassy of Germany in Georgia (De_EMB)
 - Ministry of Education, Science and Youth (MoESY), Asian Development Bank (ADB), German Development Bank (KFW), and World Bank (WB)
 - Caritas Georgia (CG), Caritas Germany (Caritas_DE), Kindermissionswerk (KMW), Catholic New East Welfare Association (CSEWA)
- ❑ Separated clusters did not connect with the main component because different types of donors clustered around particular organizations (MoESY, FSG, CG). Generally, the existence of separated clusters could be the result of a methodological approach that enabled organizations to name only the top 3 partners or sampling that allowed them to interview the specific number of key actors in terms of child- and adolescent-related policy advocacy, design, and implementation in Georgia. However, when it comes to fundraising, it is less likely that interviewing other members of separated clusters would cause the connection to the main network, as all other organizations are donors and the fundraising questions did not apply to them (they did not approach anyone for funding, because they are providers). Therefore, their interviewing would not change this picture dramatically.



Fundraising



Communities (Louvain clusters)

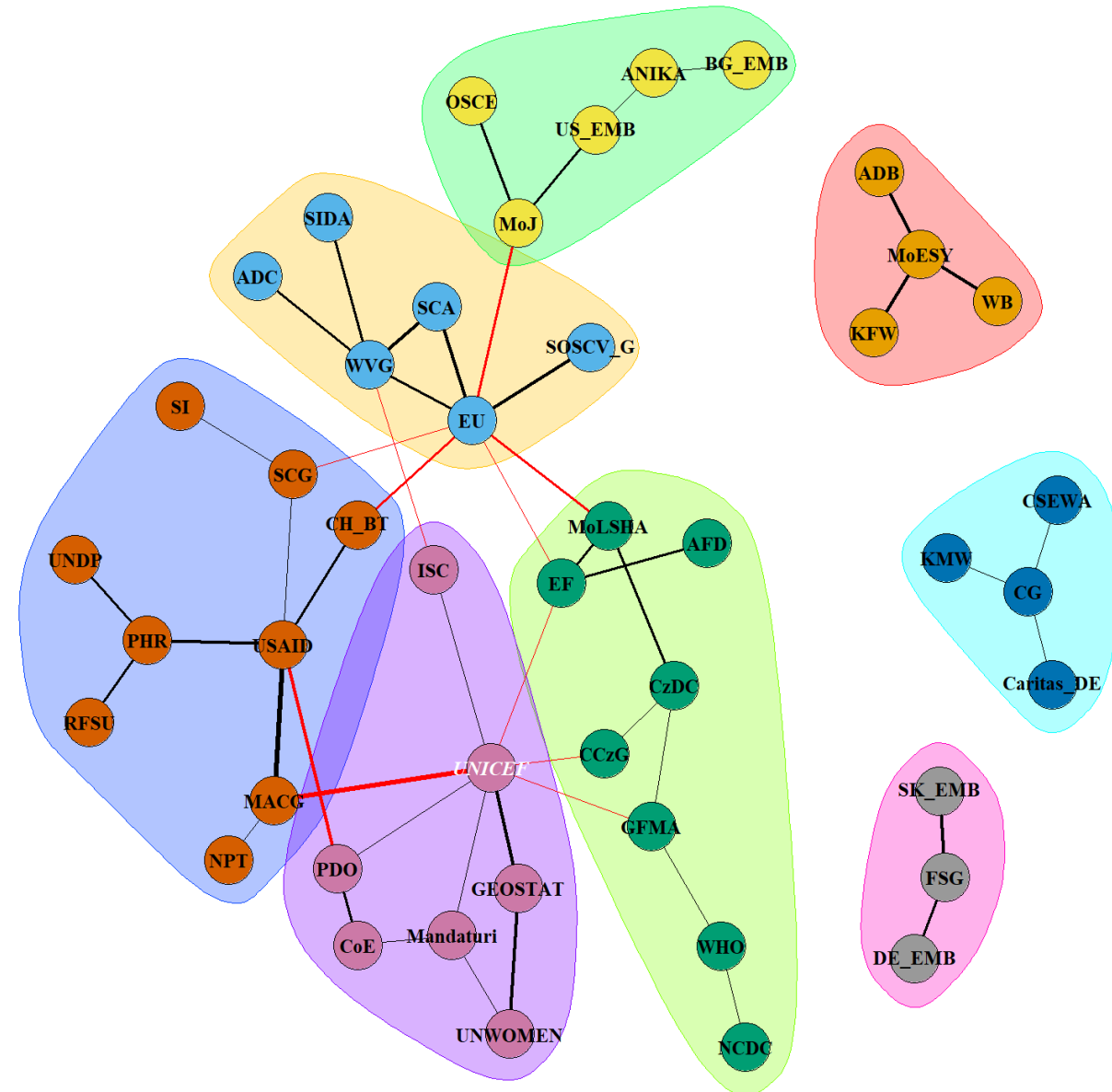
❑ Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.

❑ The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.

❑ On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.

❑ Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)

❑ On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community



Fundraising

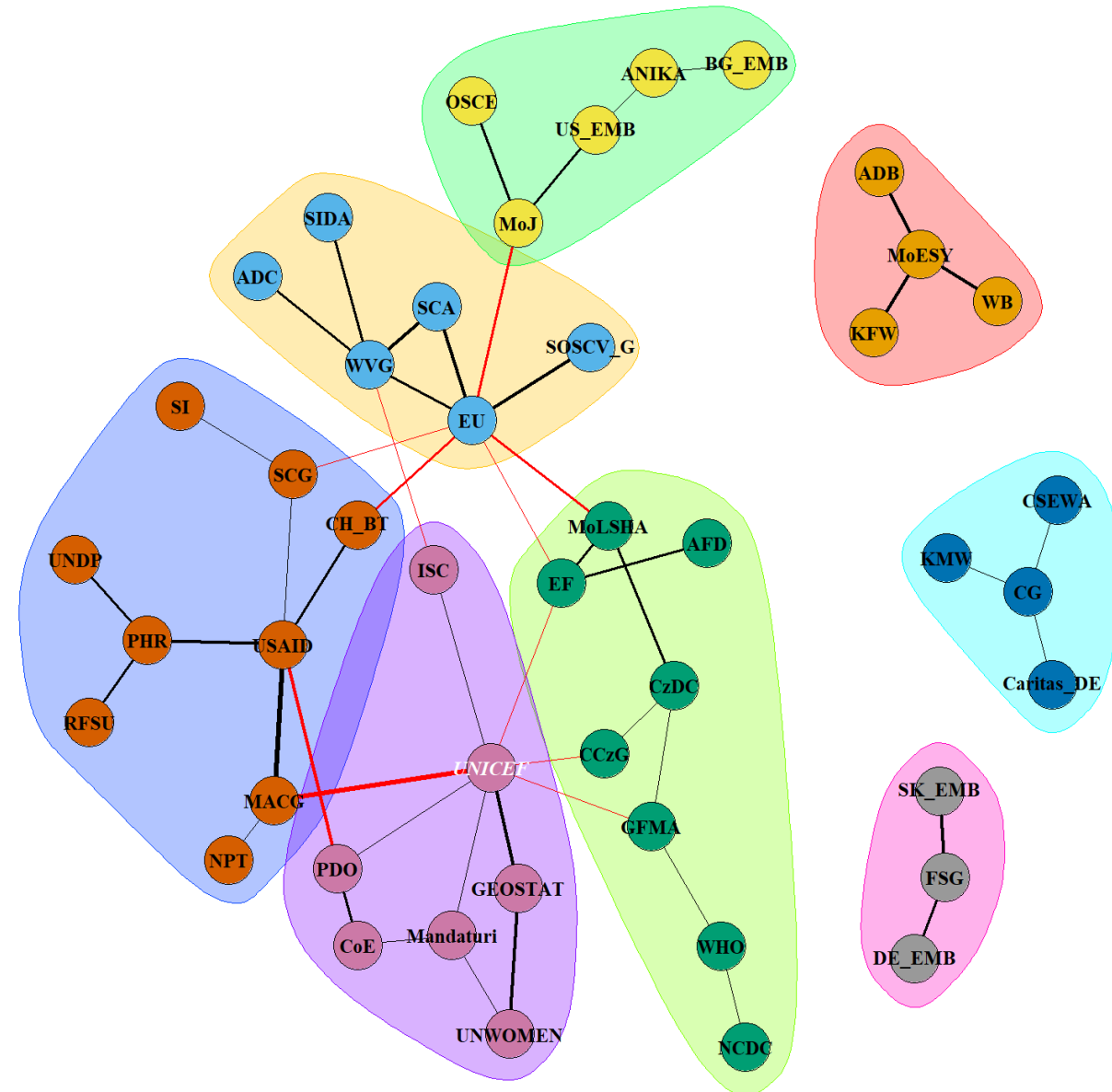


Communities

(Louvain clusters)

- ❑ 37 organizations were interviewed, and 46 organizations were identified
- ❑ In 2023, there were eight closely connected organizational communities based on their connections in needing to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/implementation.
- ❑ UNICEF was a member of a community comprised of 6 organizations (pink circles in the purple-colored community) other than itself: 1) the Georgian National Statistics Office (Geostat), 2) United Nations Entity for Gender Equality and the Empowerment of Women (UNWomen), 3) the Office of Resource Officers of Educational Institutions (Mandaturi), 4) Council of Europe (CoE), 5) Public Defender's Office (PDO), and 6) Initiative for Social Change (ISC).
- ❑ The red lines are observable only around UNICEF, the Public Defender's Office (PDO), the US Agency for International Development (USAID), the European Union (EU), Mac Georgia (MACG), the Ministry of Labour, Health and Social Affairs (MoLSHA), Caritas Czech Republic Georgia (CCzG), Ministry of Justice (MoJ), Save the Children Georgia (SCG) and Batumi CityHall (CH_BT). Thus, they were facilitators of inter-community communication.

**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*



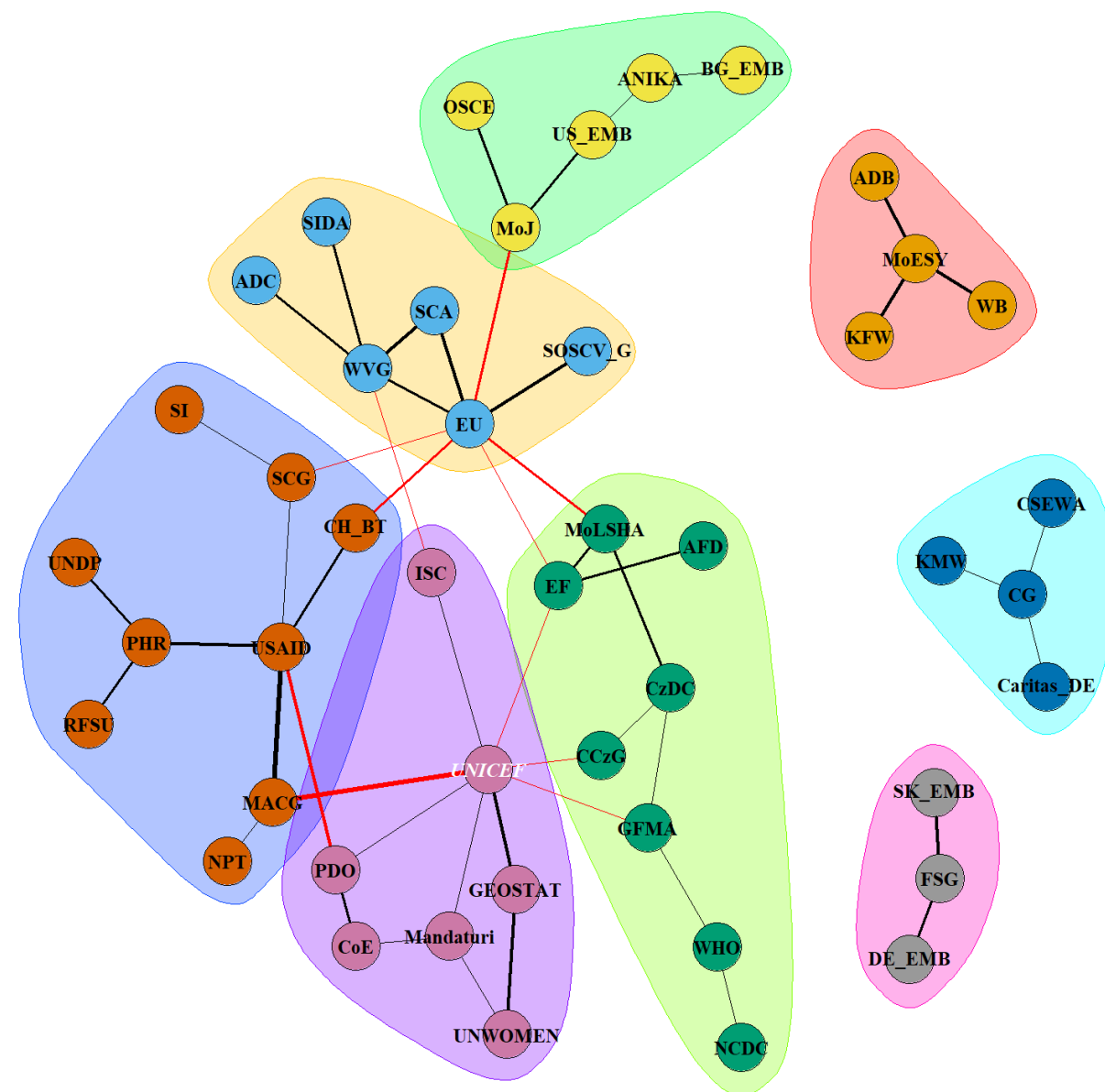
Fundraising



Communities

(Louvain clusters)

- ❑ In addition to the community involving UNICEF, several other larger communities were also detected. Specifically, quite big communities are concentrated around USAID and EU representing the key bridges under fundraising.
- ❑ Community involving USAID involved other 8 organizations (a blue-colored community with orange nodes). Other organizations are 1) the Swedish Institute (SI), 2) Save the Children Georgia (SCG), 3) City Hall Batumi (CH_BT), 4) the Swedish Association for Sexuality Education (RFSU), 5) Partnership for Human Rights (PHR), 6) McLain Association for Children, Georgia 7) United Nations Development Programme (UNDP) 8) National Philanthropic Trust (NPT)
- ❑ The community involving the EU consisted of other 5 actors (a yellow-colored community with light blue nodes). Those other organizations in the community were 1) State Care Agency (SCA), 2) Association SOS Children's Village Georgia (SOSCV_G), 3) Austrian Development Corporation (ADC) 4) World Vision Georgia, and 5) Swedish International Development Cooperation Agency (SIDA)
- ❑ Under fundraising, there was no particular pattern of cluster formations based on the type of organization.



**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Fundraising



Bridging role activity

(Gould/Fernandez brokerage)

In 2023, when you (your organization) needed to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/implementation, to whom did you turn? Please name the top 3 partners in priority order.

Organ- zation	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total roles
EU	0	6	6	8	32	52
UNICEF	N/A	N/A	N/A	12	30	42
USAID	0	0	0	2	18	20
CG	0	0	0	6	0	6
CzDC	0	0	0	0	6	6

- ❑ 37 organizations were interviewed, and 46 organizations were identified
- ❑ In 2023, the EU was the most prominent and active bridge or broker among organizations in the fund-raising network and showed a wide diversity in brokerage roles.
- ❑ UNICEF was closely behind the EU in total brokerage activity and when active facilitated these connections primarily as liaisons (by brokering a relation between two different types of organizations), which comes from the methodological approach.
- ❑ USAID followed the EU and UNICEF in total brokerage and when involved acted primarily as a liaison.

The primary activity in the scope of which organizations worked with partners regarding fundraising



- ❑ **Strengthening the State Care System and Ending deinstitutionalization** - In 2023, some projects were undertaken to enhance the capacity of state care and foster care systems in Georgia. It also encompassed projects that aimed at ending the deinstitutionalization process in Georgia (for example, the project “Beyond Institutional Care”). Regarding state care, a prominent case involved the Ninotsminda Boarding School, where efforts were made to support the beneficiaries and increase the social workers' ability to manage children with difficult behavior.
- ❑ **Efforts to improve the operation of the early childhood development program in Georgia** - Some organizations were involved in revising the program, which aimed to establish standards for early intervention and develop a roadmap for identifying developmental interruptions. Furthermore, the integration of training modules has been enhanced to better suit the needs of the program's beneficiaries. Additional efforts have focused on increasing awareness about the early childhood development services available in Georgia.
- ❑ **Efforts oriented towards Child Protection** - The protection component also encompassed capacity-building initiatives for investigators and prosecutors to recognize the indicators of online exploitation among minors. Additionally, it also involved projects that implemented activities to fight against GBV, violence against children, child abuse, sexual exploitation of children, etc.
- ❑ **Capacity-Building and Awareness-Raising Initiatives** - Certain organizations raised funds to enhance the capabilities of social workers, particularly those employed in the newly established child protection units within local self-government. Some activities focused on strengthening the capacities of social workers who work with children exhibiting difficult behaviors.



The primary activity in the scope of which organizations worked with partners regarding fundraising



DEVELOPING SERVICES FOR HOMELESS CHILDREN

A

Efforts were made to establish services tailored to the needs of homeless children. Specifically, funds were raised to develop a Day Care Service Center for homeless children, where they could be provided with food, education, and a safe environment.

STRENGTHENING INFORMAL AND VOCATIONAL EDUCATION

B

Initiatives were undertaken to empower children and adolescents through informal and/or vocational educational opportunities in Georgia (for example, the Skye Club Program and Children's Room, etc.).

C

CREATING A UNIFIED PORTAL FOR CHILD- AND ADOLESCENT-RELATED STATISTICS

A specialized portal was created to consolidate child- and adolescent-related statistics, making this data more accessible to relevant stakeholders.

D

ADVOCACY AND STRATEGIC LITIGATION

Certain organizations approached donors to advocate for the protection of children's rights and to pursue strategic legal cases.

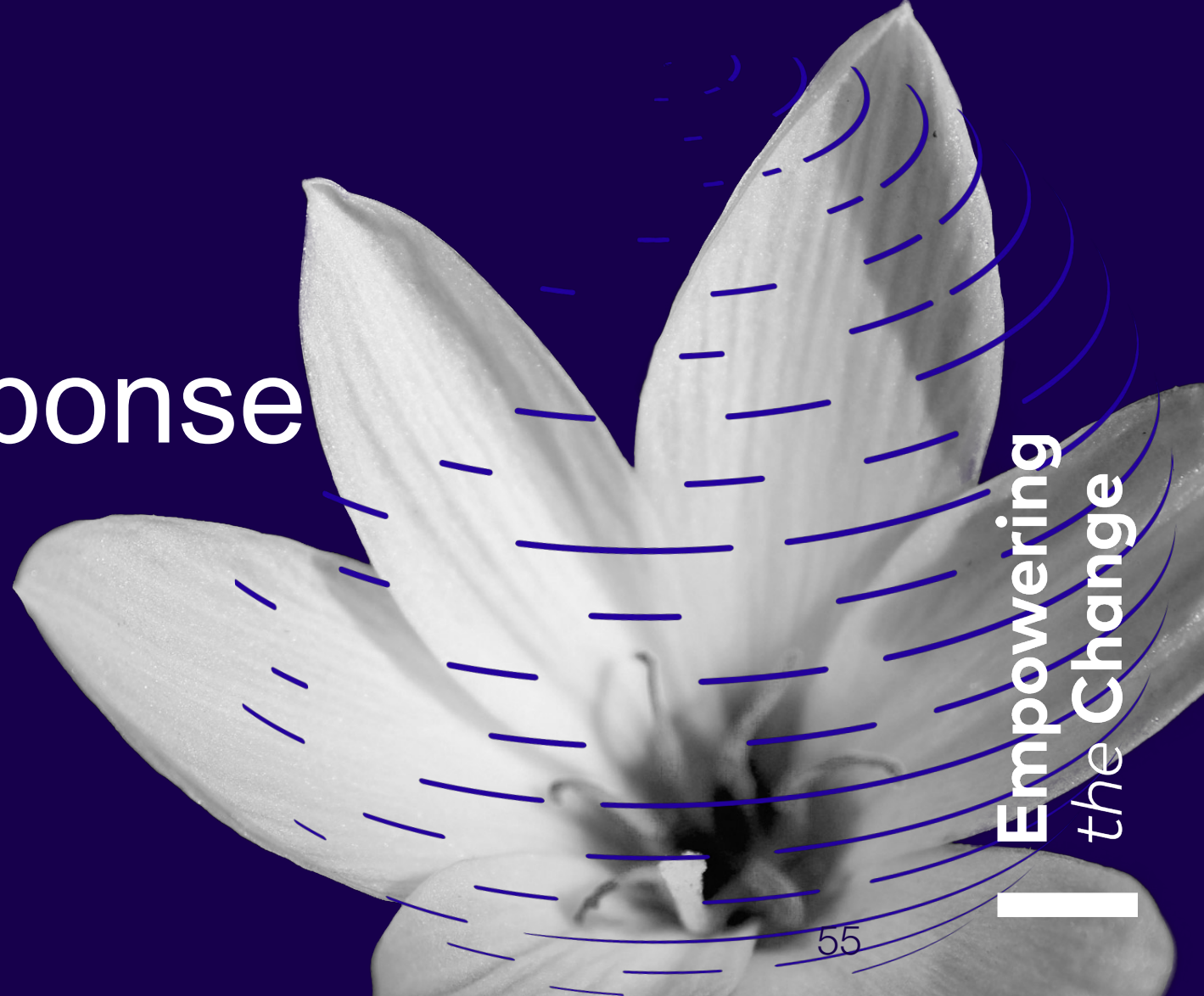
E

OTHER ACTIVITIES

Additional initiatives included improving the birth registration system in Georgia, funding activities aimed at reinforcing childhood immunization, conducting surveys to explore issues related to children, and raising funds to enhance the infrastructure of school and preschool educational institutions.



Emergency Response



Empowering
the Change

Involvement in emergency responses and types of activities organizations undertaken



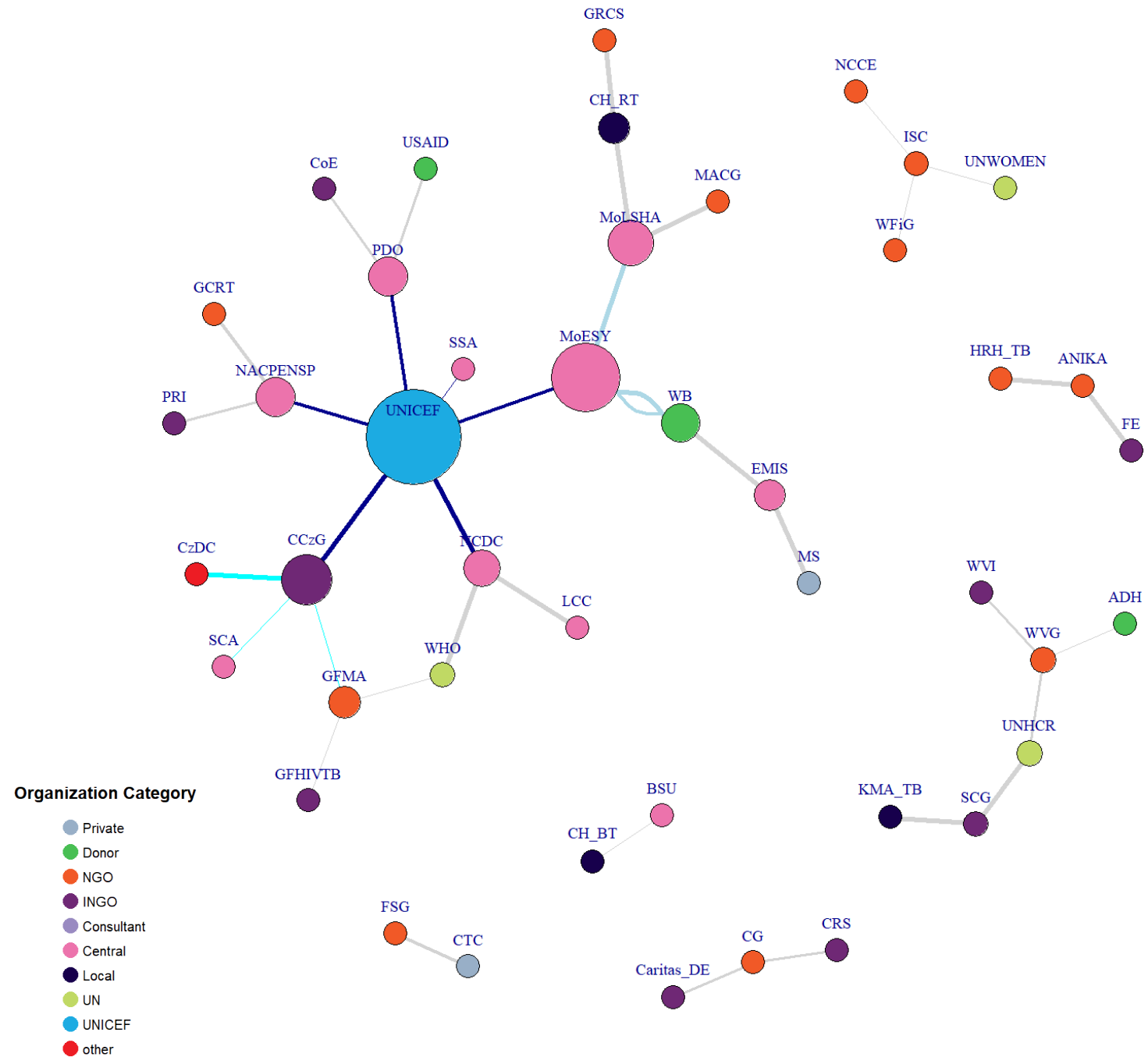
- ❑ 14 out of 37 organizations (38%) were not involved in emergency response activities, mostly, because they do not work on humanitarian issues
- ❑ 17 out of 37 organizations (46%) were involved in the COVID-19 pandemic response plan. The organizations engaged in the COVID response plan contributed to the process in multiple ways:
 - Establishing online educational platforms for school students.
 - Immunization and assisting government agencies in managing and facilitating the overall response.
 - Supporting beneficiaries during the pandemic by providing laptops, tablets, and phones to enable them to continue the learning process. Supporting public schools by purchasing computers and materials for online teaching.
 - Efforts to monitor state care facilities to ensure their safety and protection of children's rights during the pandemic.
 - Planning and implementation of awareness-raising activities about preventive measures and referral mechanisms were undertaken. Some capacity-building activities targeted school students and aimed to raise awareness about online bullying and violence.
- ❑ 5 out of 37 organizations (14%) were involved in a response plan to assist Ukrainian families with children arriving in Georgia. Organizations engaged in this type of activity provided cash transfers, in-kind assistance, and psycho-social services to Ukrainian children and families with children.
- ❑ 1 case (2%) involved responding to the regional emergency response in Batumi, where the residential building collapsed resulting in the death of several people including underage children.

Emergency Response

Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between organizations
 - *Thicker line* – stronger relationship in 2023 (formal and frequent)
 - *Thinner line* – weaker relationship in 2023 (informal and infrequent)
 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization

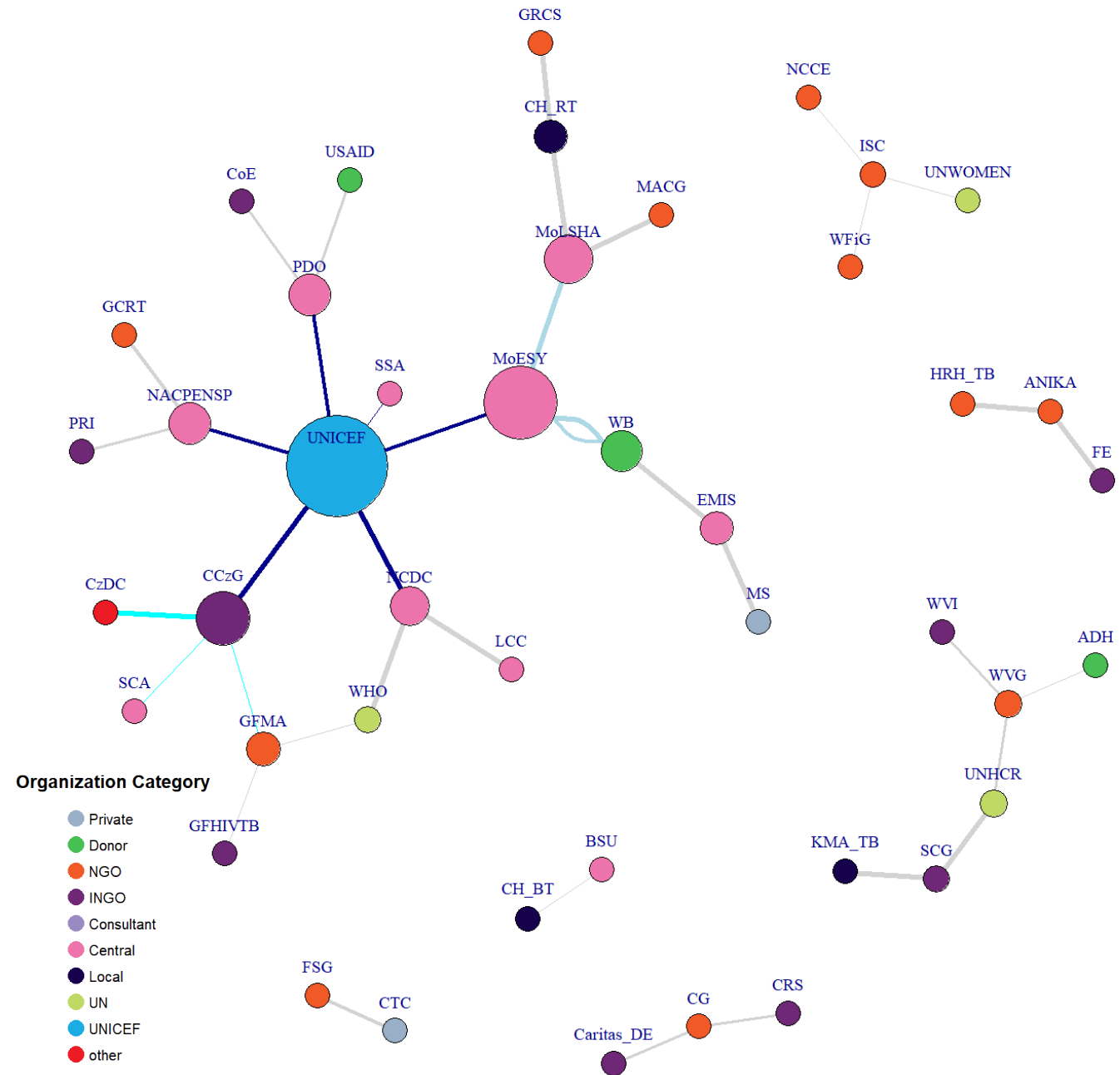


Emergency Response

Principal Facilitator

(betweenness centrality)

- ❑ *When was the last emergency response related to children and adolescent issues your organization was involved with in Georgia since 2020? Please tell me what the emergency was and your top 3 partners for dealing with this emergency.*
- ❑ 37 organizations were interviewed and 44 were organizations identified
- ❑ Since 2020, the UNICEF (large blue node) has been the principal or most central “bridge” in facilitating connections between organizations related to emergency response in the network.
- ❑ The only other organization that played a prominent “bridging” role was the Ministry of Education, Science & Youth (MoESY) indicated by the large pink node.
- ❑ On the map, dark thick lines represent stronger ties, while light thin lines indicate weaker ties. The relationships were quite strong in general, and the connections of the main network component were stronger than the connections of some separated clusters.



Principal Facilitator

(In-degree centrality)

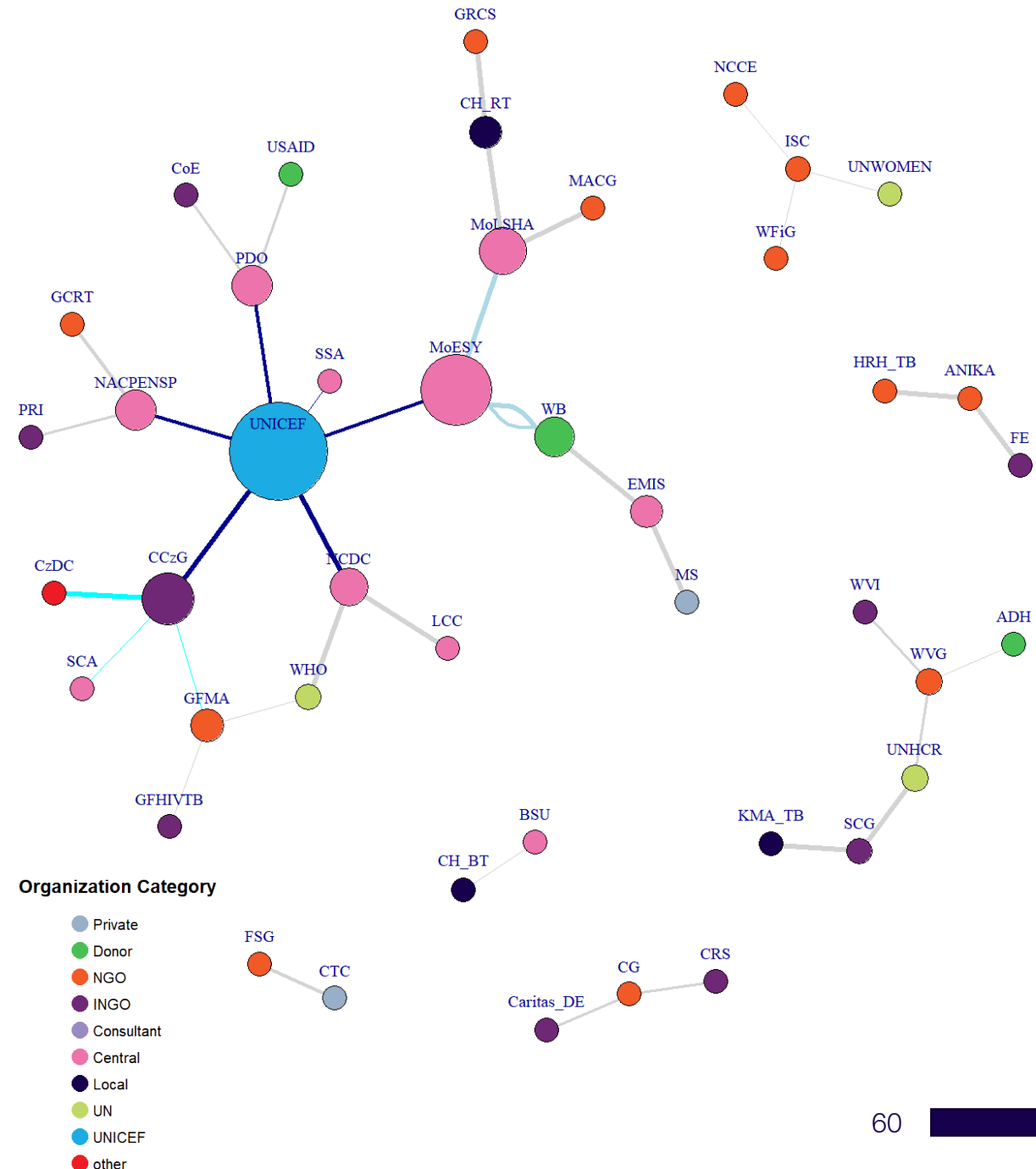
- ❑ The in-degree centrality metrics reveal that a total of 6 organizations reported applying to UNICEF to engage in emergency response activities since 2020.
 - Caritas Czech Republic Georgia (CCzG)
 - Ministry of Education, Science and Youth (MoESY)
 - National Center for Disease Control and Public Health (NCDC)
 - Public Defender's Office (PDO)
 - Social Service Agency (SSA)
 - National Agency for Crime Prevention, Enforcement of Non-custodial Sentences and Probation (NACPENSP)

The degree centrality metrics reveal that UNICEF was connected with another key bridge in the network – the Ministry of Education, Science, and Youth (MoESY), however, it has no connection with the Ministry of Labour, Health, and Social Affairs, and State Care Agency (SCA). Noteworthy, the absence of connection with the latter two may come from the methodological limitation that organizations could name only the top three organizations they approached and/or the fact that the last emergency response they responded to could be different for these organizations.

Emergency Response

Principal Facilitator (betweenness centrality)

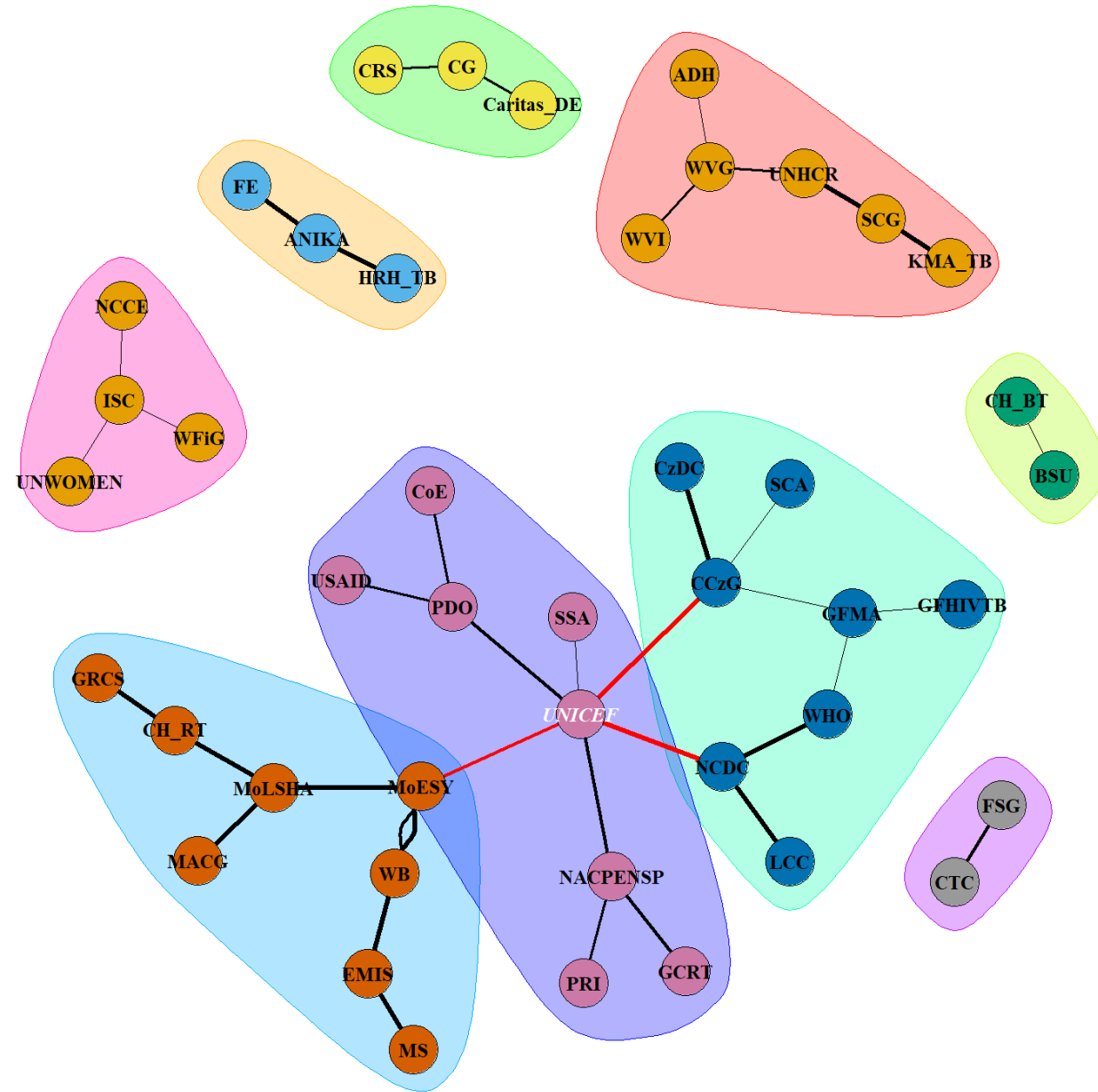
- ❑ The emergency response had the most separated clusters under the centrality map which results from two main factors (1) they responded to different emergencies, and (2) they cooperated with different actors.
- ❑ The largest cluster not connected to the main network was situated around UNHCR which was one of the main coordinators of efforts made in response to the influx of Ukrainian refugees in Georgia. Even though the response action started in 2022, some projects are still ongoing. This cluster contains five organizations other than UNHCR: World Vision Georgia (WVG), World Vision International (WVI), Kindergarten Management Agency in Tbilisi (KMA_TB), Save the Children Georgia (SCG), Aktion Deutschland Hilft (ADH). If UNICEF was interviewed for the study, it is possible that this cluster would have a connection to the main component facilitated by UNICEF.
- ❑ The second separated cluster was around Caritas Georgia, and it contains two other organizations: Caritas Germany (Caritas_De) and Catholic Relief Center (CRS). Their isolation is caused by the fact that the organization implemented the project independently to contribute to COVID-19 response activities and did not partner with organizations in Georgia.
- ❑ Another separated cluster was First Step Georgia (FSG) and the Center for Training and Consultancy (CTC) responding to COVID-19 action activities independently.
- ❑ The fourth separated cluster contained Foundation Europe (FE), Association “ANIKA” (ANIKA), and Human Rights House Tbilisi (HRH_TB). They also contributed to the pandemic action plans independently by providing additional support to ANIKA’s beneficiaries.
- ❑ The fifth separated cluster was also working on the Ukrainian refugee crisis in Georgia and this cluster was represented by the Initiative for Social Change (ISC), The United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN), Women's Fund in Georgia (WFiG) and Network of Centers for Civic Engagement (NCCE).
- ❑ The last separated cluster includes only two organizations because Batumi City Hall (CH_BT) partnered only with Batumi State University (BSU) when the residential building collapsed in 2021 resulting in human casualties.



Emergency Response

Communities (Louvain clusters)

- ❑ Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- ❑ The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- ❑ On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- ❑ Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- ❑ On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community

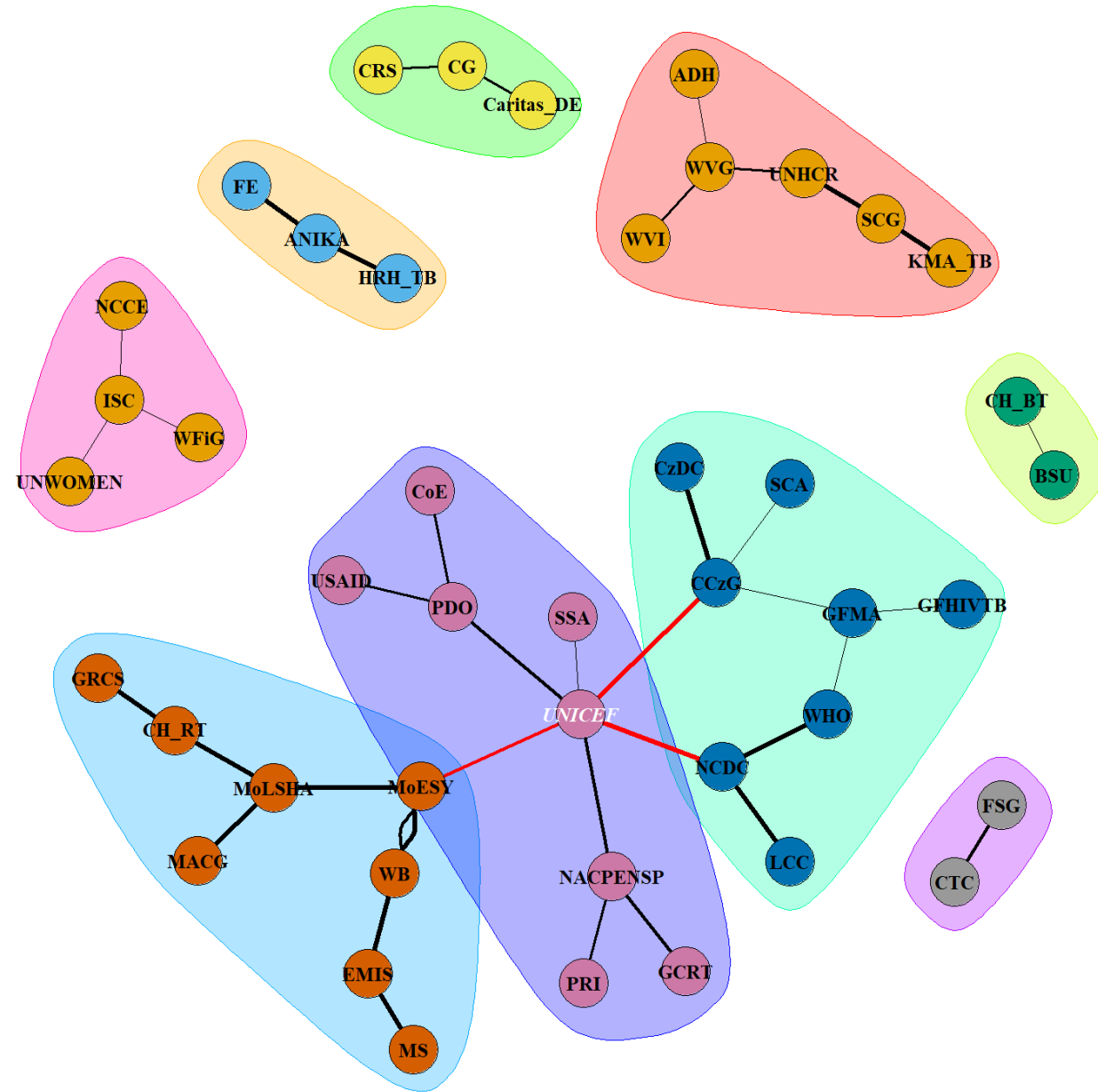


Emergency Response

Communities

(Louvain clusters)

- ❑ 37 organizations were interviewed, and 44 organizations were identified
- ❑ There were nine closely connected organizational communities based on their involvement in emergency responses since 2020 related to child and adolescent issues.
- ❑ UNICEF was a member of a community comprised of 7 organizations (pink circles in the purple colored community) other than itself: 1) Public Defenders Office (PDO), 2) Social Service Agency (SSA), 3) National Agency for Crime Prevention, Execution of Non-custodial Sentences and Probation (NACPENSP), 4) Penal Reform International (PRI), 5) the Georgian Center for Psychosocial and Medical Rehabilitation of Torture Victims (GCRT), 6) the United States Agency for International Development (USAID), and 7) the Council of Europe (CoE).



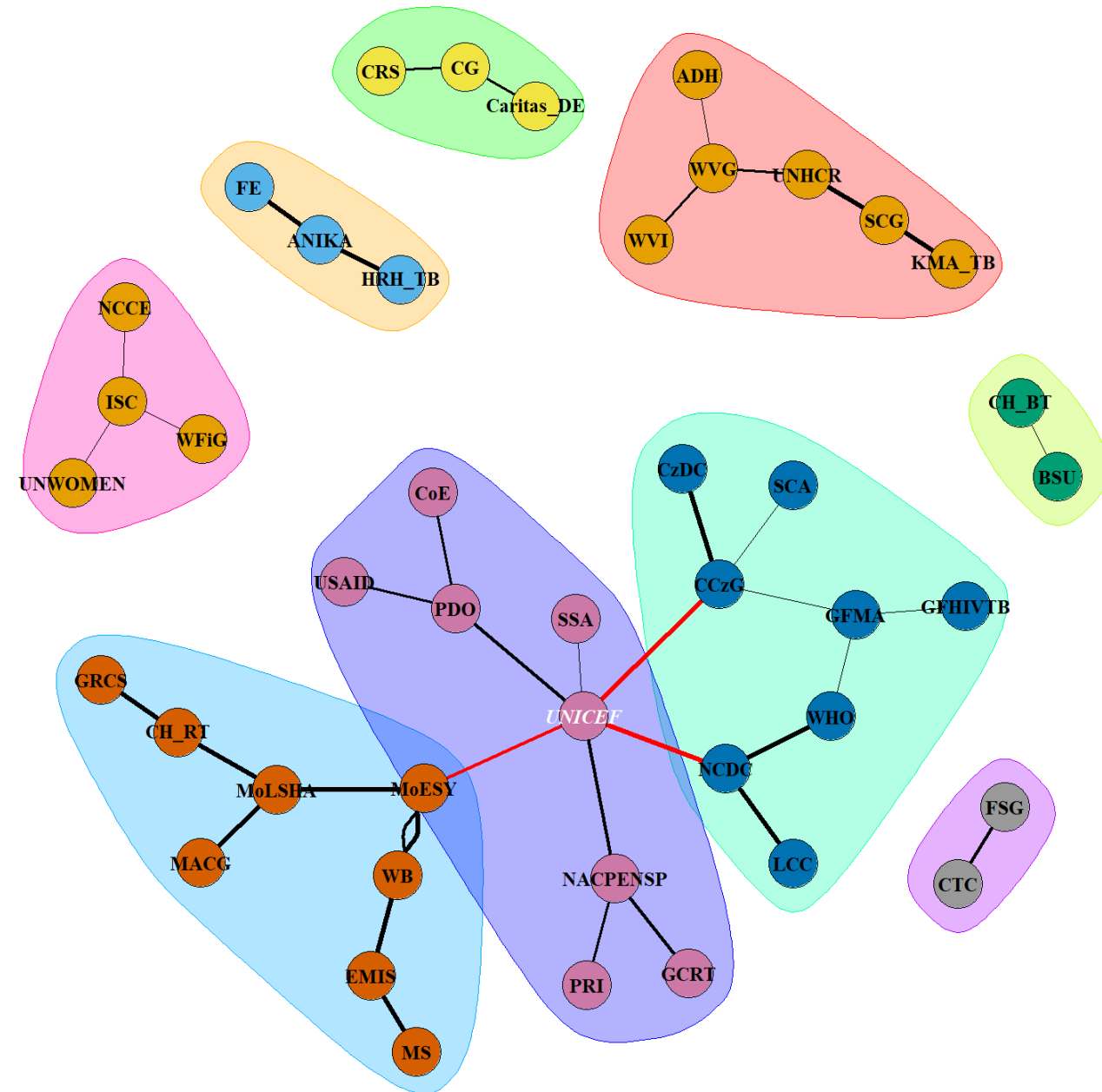
**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Emergency Response

Communities

(Louvain clusters)

- ❑ It is obvious that separated clusters formed different communities on the map. 6 out of 9 communities are created from the clusters that were present separately on the betweenness centrality map.
- ❑ One cluster was created around UNICEF and based on the description, it was strongly represented by organizations working on protection and juvenile justice issues.
- ❑ Another community was also formed by organizations working in the healthcare fields (a green-colored community with dark blue nodes). The community had a total of 8 members: the National Center for Disease Control and Public Health (NCDC), Local Coordination Council (LCC), World Health Organization (WHO), Georgian Family Medicine Association (GFMA), Caritas Czech Republic Georgia (CCzG), State Care Agency (SCA), Czech Development Corporation (CzDC).
- ❑ The red lines are observable only around UNICEF implying that UNICEF facilitated connections between communities on emergency response, while other communities have interacted with community members only.



**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Emergency Response



Bridging role activity

(Gould/Fernandez brokerage)

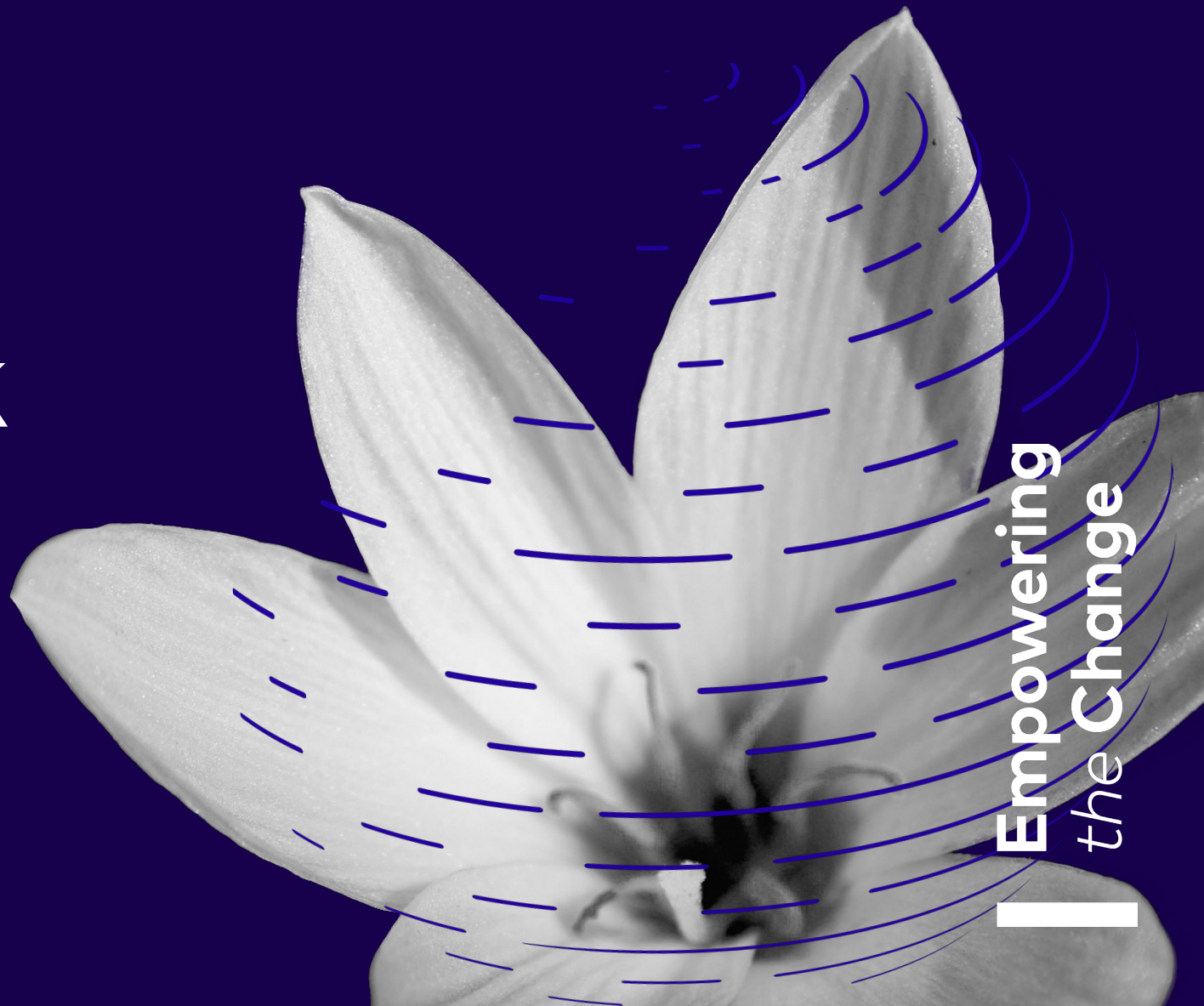
When was the last emergency response related to children and adolescent issues your organization was involved with in Georgia since 2020? Please tell me what the emergency was and your top 3 partners for dealing with this emergency.

Organ- ization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total roles
UNICEF	N/A	N/A	N/A	20	22	42
CCzG	0	0	0	0	12	12
GFMA	0	0	0	2	4	6
ISC	2	2	2	0	0	6
MoESY	0	2	2	0	2	6

- ❑ 37 organizations were interviewed, and 44 organizations were identified
- ❑ Since 2020, UNICEF has been the most prominent and active bridge or broker among organizations in emergency response in this network.
- ❑ As methodologically, Coordinator, Gatekeeper, and Representative roles are not applicable to UNICEF, it facilitated connections equally as a **Liaison** (by brokering a relation between two different types of organizations) and a **Consultant** (by brokering a relation between two same types of organizations).
- ❑ Other organizations were much less active in brokerage roles.



General Network



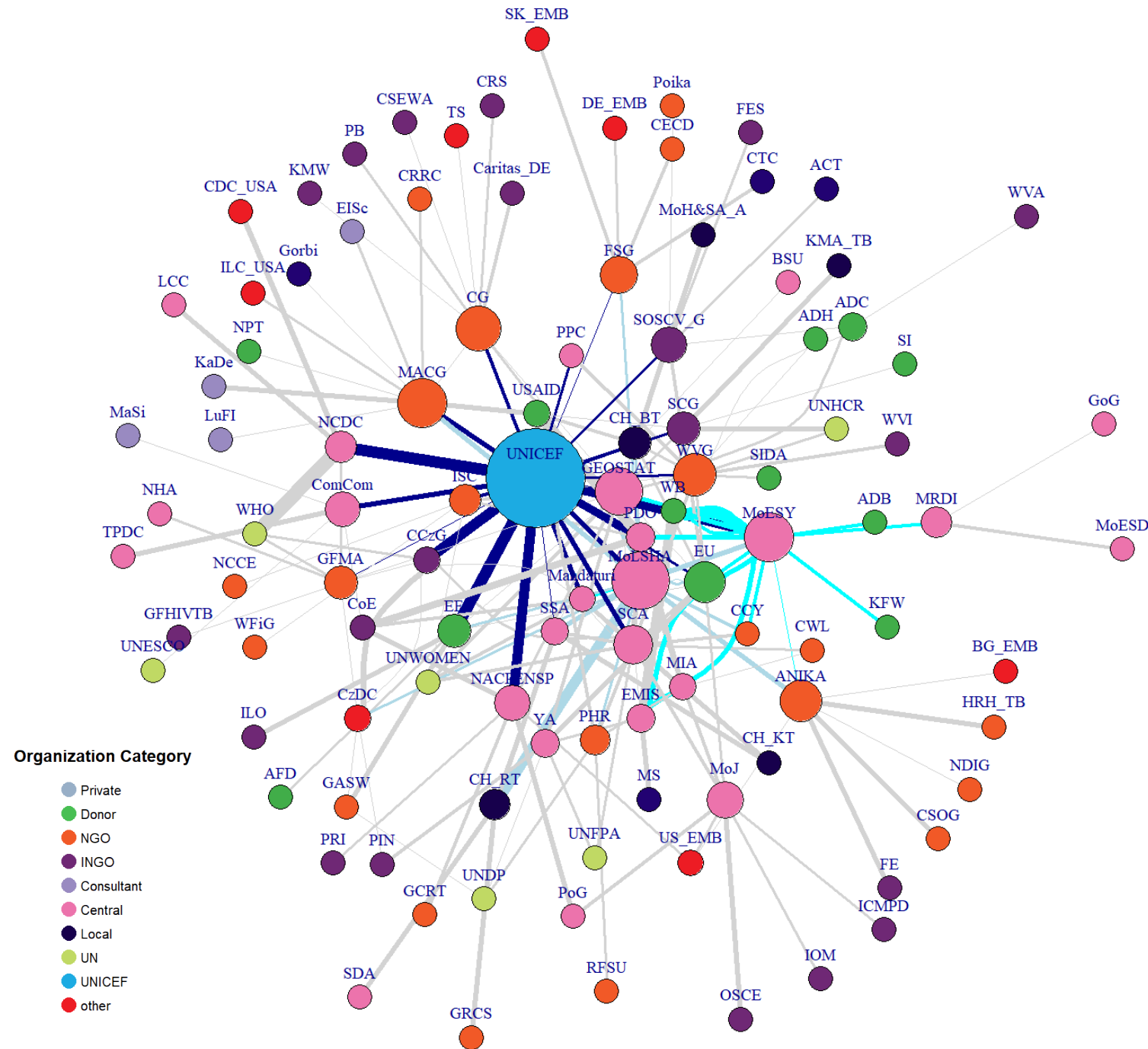
Empowering
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General Network

Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between organizations
 - *Thicker line* – stronger relationship in 2023 (formal and frequent)
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 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization



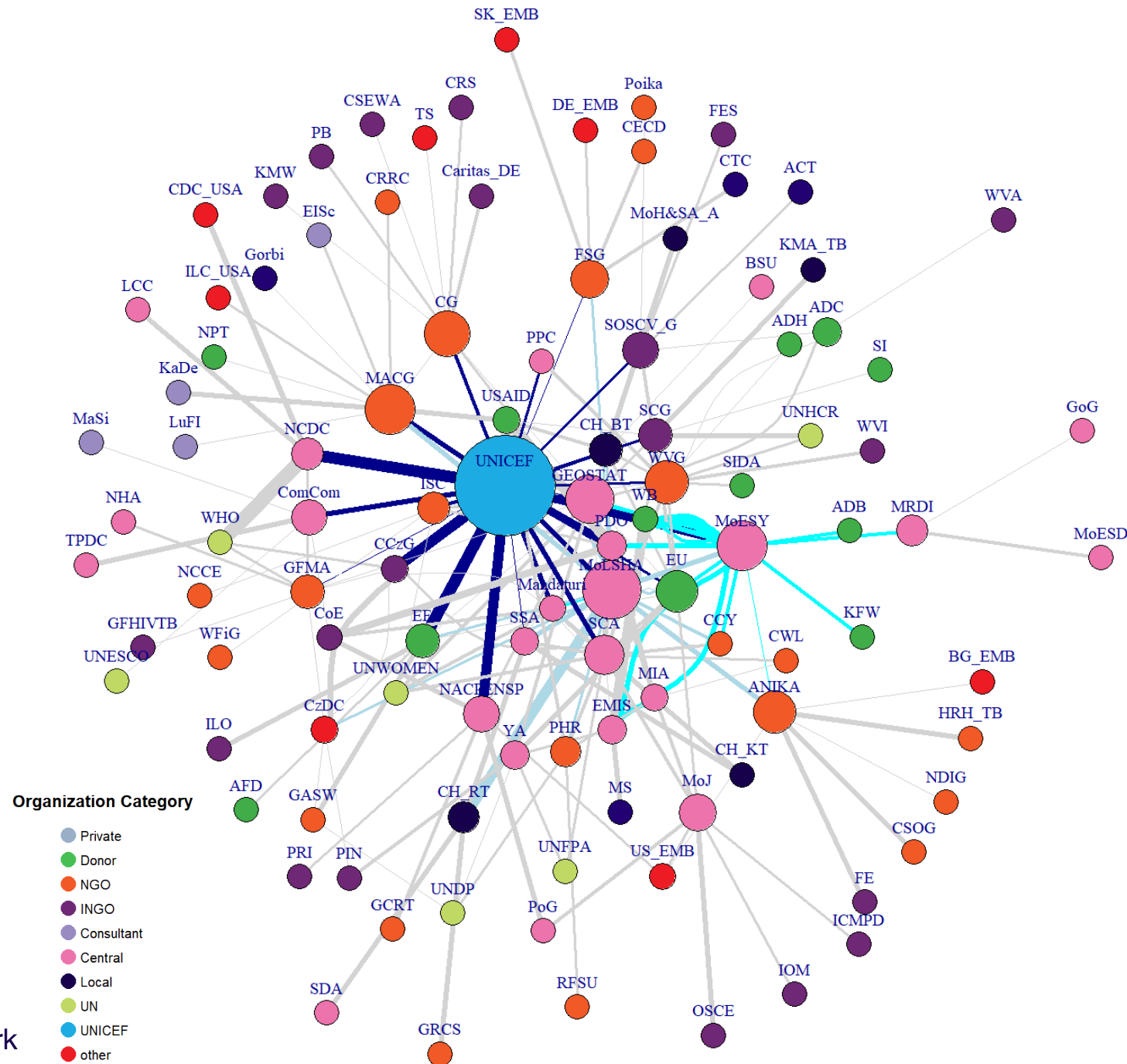
General Network

Principal Facilitator

(betweenness centrality)

Based on involvement in one or more of the four positioning issues.

- ❑ 37 organizations were interviewed, and 106 organizations were identified
- ❑ In 2023, the UNICEF (large blue node) was the principal or most central “bridge” in facilitating connections between organizations in the network related to one or more of the four positioning issues.
- ❑ One other organization that played a prominent “bridging” role was the (Ministry of Labor, Health and Social Affairs (MoSHA) indicated by the large pink node.
- ❑ UNICEF’s degree centrality amounted to 24 on the general network – 24 organizations named UNICEF under at least one of the positioning issues.
- ❑ It has the highest degree of centrality in the general network



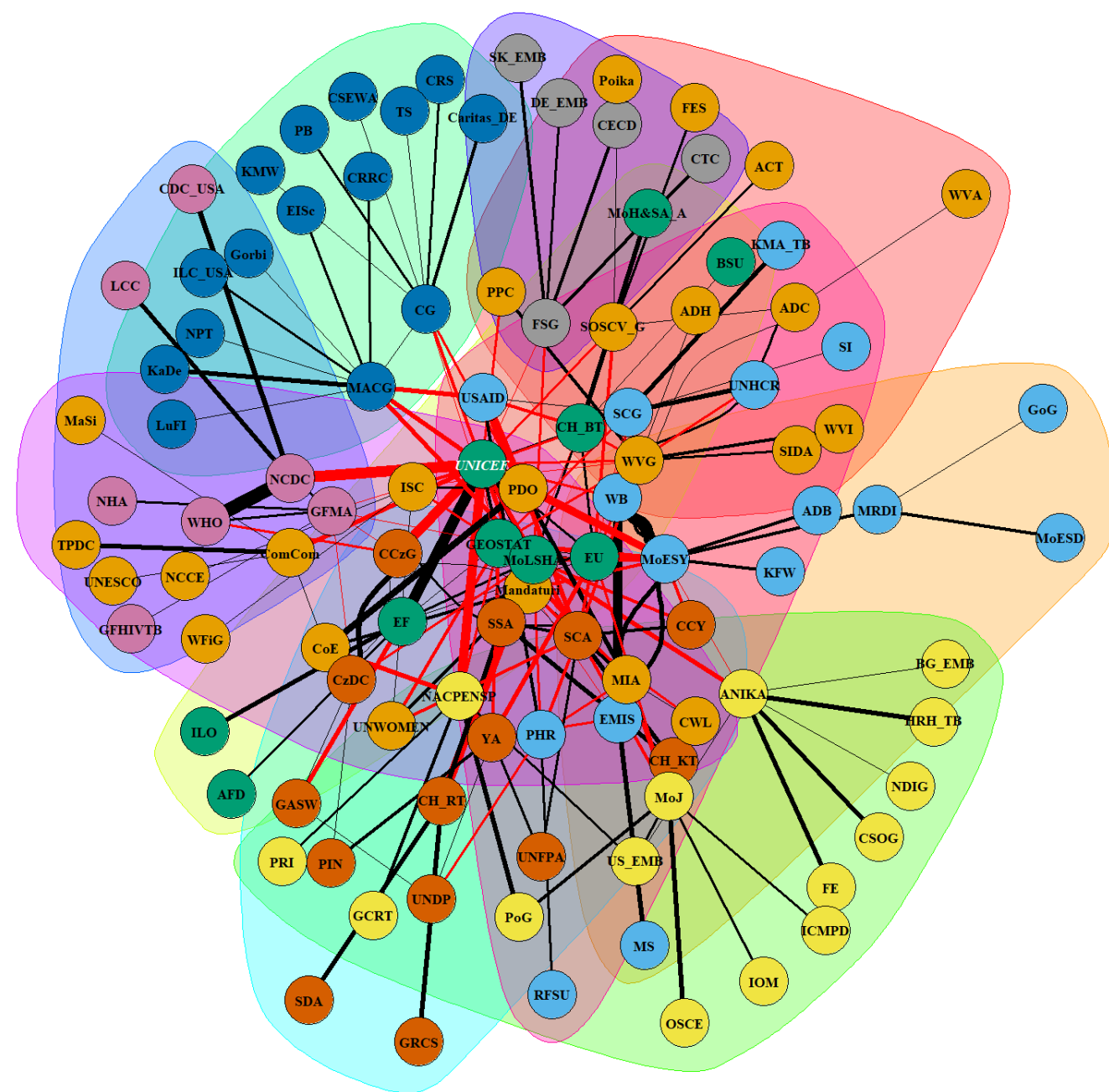
General Network

Communities

(Louvain clusters)

Based on involvement in one or more of the four positioning issues.

- ❑ 37 organizations were interviewed, and 106 organizations were identified
- ❑ In 2023, there were ten closely connected communities among organizations based on their involvement in one or more of the four previous child and adolescent-related issues.
- ❑ UNICEF was a member of a community comprised of 9 organizations (green nodes) other than itself: (1) French Development Agency (AFD), (2) Batumi State University (BSU), (3) Batumi City Hall (CH_BT), (4) Expertise France, (5) European Union (EU), (6) National Statistics Office of Georgia (GEOSTAT), (7) International Labour Organization (ILO), (8) Ministry of Health and Social Affairs of Ajara (MoH&SA_A), (9) Ministry of Internally Displaced Persons from the Occupied Territories, Health, Labour and Social Affairs of Georgia (MoLSHA)



**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Bridging role activity

(Gould/Fernandez brokerage)

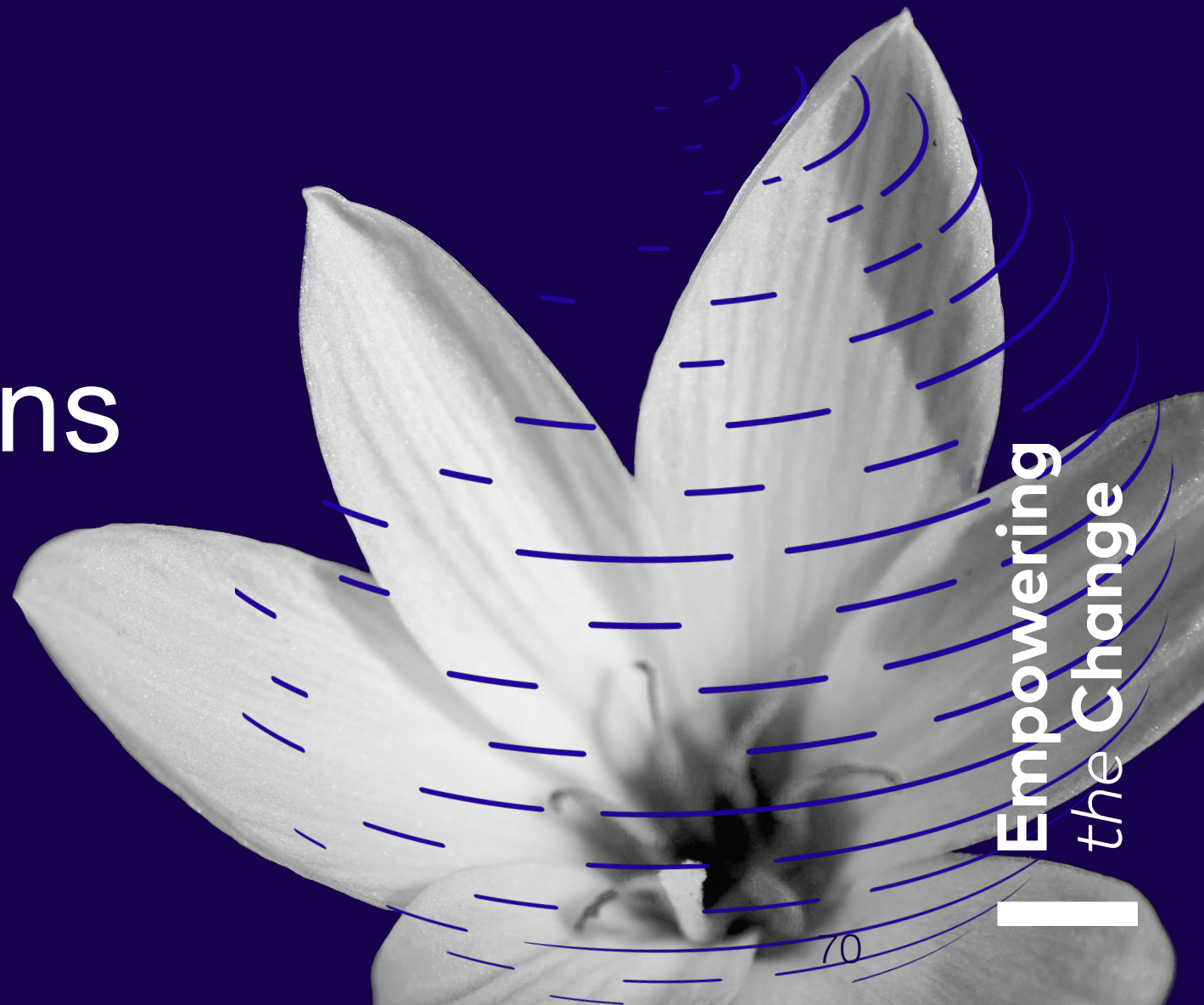
Based on involvement in one or more of the four positioning issues.

Organ- ization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total roles
UNICEF	N/A	N/A	N/A	126	342	468
GeoStat	24	47	47	10	38	166
SCA	12	34	34	14	68	162
MoLSHA	4	23	23	22	74	146
MoESY	26	33	33	14	24	130

- ❑ 37 organizations were interviewed, and 106 organizations were identified
- ❑ In 2023, UNICEF was the most prominent and active bridge or broker among organizations in the overall general network.
- ❑ Considering the methodological approach undertaken in the frames of this study, UNICEF facilitated connections were limited to being a Liaison (by brokering a relation between two different types of organizations) and occasionally a Consultant (by brokering a relation between two same types of organizations).
- ❑ Other prominent organizations involved in brokering roles were GeoStat and SCA, both of whom showed broader brokerage role diversity.



General Questions



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The organizations effective at influencing or shaping policy for children and adolescents in Georgia since 2019



Organizations	I response	II response	III Response	TOTAL
UNICEF	38%	22%	18%	76%
Ministry of Education, Science and Youth of Georgia	19%	5%	3%	27%
State Care Agency	3%	8%	15%	24%
World Vision Georgia	3%	21%	-	24%
MoLSHA	11%	5%	3%	19%
Parliament of Georgia	14%	3%	3%	19%
Administration of Government of Georgia	6%	3%	3%	11%
Coalition for Children and Youth	3%	-	6%	8%
Ministry of Regional Development and Infrastructure	-	3%	6%	8%
Georgian Association of Social Workers	-	3%	3%	6%
Council of Europe	-	3%	3%	5%
European Union	-	3%	3%	5%
Association "Anika"	-	-	3%	3%
Caritas Czech Republic in Georgia	-	3%	-	3%
Child Development Institute at Ilia State University	3%	-	-	3%
N=	37	37	33	105

*** The list of organizations is not complete. The table presents only the 15 most frequently named organizations in total*

Key actors' organizational priorities toward policy for children and adolescents in 2023



- ❑ The diverse priorities regarding policies for children and adolescents in Georgia in 2023 are evident. Organizations have predominantly unique priorities in terms of child-related policies, which are closely linked to their general functions, primary work directives, target populations, and other such factors. Specifically,
 - **Organizations operating within the public health and health-related domains** prioritize the immunization of children, enhancing birth registry systems, promoting preventive healthcare to mitigate risks for minors, improving the capacity of family doctors, strengthening the role of primary healthcare units, etc.
 - **Organizations focused on protection**, primarily state agencies and some non-governmental organizations working in this area, prioritized relevant child-related policy directions in 2023. These include the protection of children from violence and abuse, the creation of support networks for minors, raising awareness among children about their rights, evaluating access to juvenile justice, crime prevention through improved assessment systems, promoting rehabilitation, and collaborating with other state agencies involved in the child protection referral system
- ❑ **The organizational priorities of donors and international organizations** are quite diverse, and they concentrate on different aspects of child-related policies. Several thematic areas are identified for this group of organizations, including (1) the deinstitutionalization and development of the state care system in Georgia, (2) the advancement of early childhood development systems in Georgia, (3) juvenile justice, child-related justice, and protection from violence, (4) child poverty and the strengthening of families with children, (5) education, and (6) supporting the implementation of the Code on the Rights of the Child.

Key actors' organizational priorities toward policy for children and adolescents in 2023



❑ Unsurprisingly, there is a strong correlation between the organizational priorities of donors and international non-governmental organizations, or donors and local non-governmental organizations, as many of the interviewed donors finance programs and projects implemented by the surveyed NGOs and INGOs in Georgia. Additionally, there is a notable similarity between the organizational priorities of organizations that have partnered and identified each other as partners in 2023, regardless of the field or type. According to the findings, the following thematic areas were reported among the organizational priorities for the interviewed local NGOs in Georgia in 2023:

- Promoting foster care
- Developing services for children with disabilities to enhance their level of independence
- Supporting the implementation of the Code on the Rights of the Child through the provision of technical assistance and capacity building to local municipal authorities, enabling them to deliver services to children, adolescents, and families with children on the ground
- Strengthening social work in Georgia by collaborating with social workers and enhancing their capacity, skills, and competencies
- Collaborating with the public sector to create services tailored to the needs of children with mental health issues, children with challenging behaviors, and other relevant groups
- Developing services for homeless children
- Working with socially and economically vulnerable children, and families with children living below the poverty line

Key actors' organizational priorities toward policy for children and adolescents in 2023



- ❑ **The central government agencies** are grouped according to their respective working areas and priorities. These groups are as follows: (1) organizations focused on education and related fields (e.g., Ministry of Education, Science, and Youth, and their subordinate agencies); (2) organizations responsible for information and personal data protection (e.g., National Statistics Office of Georgia, Communications Commission); (3) organizations in charge of providing services to the children with different needs (e.g., Ministry of Labor, Health, and Social Affairs and its subordinate agencies); and (4) organizations working on child protection.
 - The state organizations working on education and associated issues have set the following priorities for 2023: creating physically and mentally safe environments in educational facilities, ensuring quality education, promoting youth activities for adolescents, improving school and preschool infrastructure, developing inclusive education systems, and elaborating programs that respond to children with diverse needs.
 - The organizations providing services to children, including those with disabilities and special educational needs, have specific priorities regarding children's policies. These include increasing cash transfers to vulnerable children and families with children, emphasizing the need to enhance the quality and variety of services, and addressing the challenges in service delivery by integrating best international practices into the Georgian system. Another priority is personnel training and capacity building for social workers.
 - The organizations responsible for information and personal data protection emphasize the development of more specialized statistical data pertaining to children (such as, generating statistical information on children with disabilities, access to education among children, etc.) as well as safeguarding the protection of personal information related to minors and children.
 - The organizations focused on protection prioritized relevant child-related policy directions in 2023. These include the protection of children from violence and abuse, the creation of support networks for minors, raising awareness among children about their rights, evaluating access to juvenile justice, crime prevention through improved assessment systems, promoting rehabilitation, and collaborating with other state agencies involved in the child protection referral system.

Key actors' organizational priorities toward policy for children and adolescents in 2023



- ❑ It is significant that among central government agencies, the Ministry of Regional Development and Infrastructure of Georgia and the Parliament of Georgia take a distinct course, and they do not thematically belong to any of the aforementioned groups, as the Ministry of Regional Development and Infrastructure is solely focused on the development of child-related infrastructure, and the Parliament plays a coordinating role and engages in only specific cases.
- ❑ The local authorities tend to prioritize working with families with children because municipalities typically have various municipal social programs targeting vulnerable families with children. Consequently, these governing units have developed policies that are oriented toward families with children and creating a safe development environment for children in their families, which would respond to the best interests of the child.
- ❑ General observation and perceptions shared by respondents (particularly, from the civil society sector) show that child-related policy is not a prominent part of the agenda for international donors and some other actors, as funding was significantly reduced in 2023 compared to the funding opportunities that existed in 2022. Therefore, key actors generally would like donors and some other actors to pay more attention to child- and adolescent-related policies and make these subjects more prominent in the policy agenda which translates into more funding and advocacy opportunities for local organizations.

Annexes:



- ☐ Annex #1 – Inception report
- ☐ Annex #2 – The list of organizations provided by UNICEF CO
- ☐ Annex #3 - The survey instrument in English
- ☐ Annex #4 – The survey instrument in Georgian
- ☐ Annex #5 – Cards used for study ENG
- ☐ Annex #6 – Cards used for study GEO
- ☐ Annex #7 – Informed consent form
- ☐ Annex #8 - Sample for Georgia
- ☐ Annex #9 - The list of interviewed organizations
- ☐ Annex #10 – SNA Database Georgia
- ☐ Annex #11 – Codebook for Georgia
- ☐ Annex #12 –Data entry file for Georgia
- ☐ Annex #13 – Legends for Georgian SNA maps
- ☐ Annex #14 – Brokerage roles organizations engaged in each network have
- ☐ Annex #15 – Communities identified under each positioning issues
- ☐ Annex #16 – Scripts for R Georgia, 2024



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