

UNICEF Evaluation Management Response Template

Evaluation Title: Georgia Country Programme Evaluation (2016-2024).

Region: ECAR

Office: Georgia

Evaluation Year: 2025

Person-In-Charge for Follow-up to Management Response: Giorgi Kalakashvili

Overall Response to the Evaluation: The evaluation provided valuable findings related to both the current and previous Country Programmes (CP), along with actionable recommendations to inform the design of the upcoming CP.

Planned Use of Evaluation: It will inform the development of the 2026–2030 CP and the 2026–2030 UNSDCF, as well as guide specific actions within the ongoing 2021–2025 CP to address identified recommendations.

RECOMMENDATIONS and ACTIONS:

Evaluation Recommendation or Issue 1: Continue to identify key areas of focus in alignment with government and national priorities and the needs of the most vulnerable to most effectively achieve programmatic results in the light of limited resources and other constraints. Leverage UNICEF’s reputation to make space for other United Nations agencies and expand joint programming with other United Nations agencies to avoid programmatic competition and enhance synergies.

Management Response: (Agree, Partially Agree, Disagree):

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop concept of basic package of social services to increase access to services in line with the Government Vision 2030.	Social Policy	Keti Melikadze	December 2026	Underway	UNICEF recruited two consultants to develop the concept	
Support mainstreaming of child development monitoring into the PHC system as part of the broader PHC reform in partnership with WHO.	Health	Tako Ugulava	June 2027	Underway	UNICEF initiated the creation of electronic system to monitor child development at the PHC level	
Prioritize Inclusive Early Childhood Education System in the new Country	Education	Natia Jokhadze	March 2026	Underway	UNICEF incorporated	

Programme in alignment with the National Strategy of 2022-2030 of the MoESY.					Inclusive Early Childhood Education System development as a priority output in the new CPD	
Further enhancement and expansion of multidisciplinary and interagency service for child victims of violence (Barnahus) in line with the National Human Rights Action Plan.	Child Protection	Teona Kuchava	June 2027	Underway	UNICEF is finalizing a regional documentation study which will be used for further enhancement and expansion of Barnahus service.	
<p>Evaluation Recommendation or Issue 2: Strengthen demand for and use of data and evidence as well as evidence-based programming for all needs through technical assistance and advocacy with all relevant stakeholders. Continue to support programming and policymaking based on evidence to address all needs.</p> <p>Management Response: (Agree, Partially Agree, Disagree):</p> <p>If recommendation is rejected or partially accepted, report reasons:</p>						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Advocate with the Government and line ministries to prioritize and endorse the implementation of Child Welfare Survey (CWS). Once agreed, provide technical support to GeoStat to design and conduct CWS.	CRM	Giorgi Kalakashvili	July 2027	Not started		
Enhance the capacity of UNICEF staff, academic institutions (e.g., Child Rights Centers) and other stakeholders to access, interpret, and apply data on children, particularly through national data portals and surveys conducted by GeoStat, for monitoring of national development goals.	CRM	Giorgi Kalakashvili	December 2026	Not started		

Develop thematic reports from 2024 census data to generate insights on child-related issues in priority domains, supporting evidence-based policy and programming.	CRM	Giorgi Kalakashvili	July 2027	Not started		
<p>Evaluation Recommendation or Issue 3: Strengthen fundraising capacity to build private-sector partnerships for targeted initiatives aligned with UNICEF’s mandate. Expand and diversify partnerships with national CSOs, regional actors, municipalities, private sector entities, and academia to support all vulnerable groups as well as to leverage these partnerships for resource mobilization. Continue to identify appropriate programming and advocate for inclusion in national budgets to increase government funding and cost sharing.</p> <p>Management Response: (Agree, Partially Agree, Disagree):</p> <p>If recommendation is rejected or partially accepted, report reasons:</p>						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Update the private sector engagement strategy to align with current priorities and opportunities.	Communication	Maya Kurtsikidze	June 2026	Underway	UNICEF is recruiting a consultant to update the private sector engagement strategy	
Country-wide expansion of lead surveillance system through securing Government funds.	Health	Nino Dzotsenidze	December 2026	Underway	UNICEF continues to advocate and provide technical support for the nationwide expansion of the lead surveillance system	
Support capacity development of municipalities in child-rights budgeting and planning for better investment in children.	Social Policy	Ketevan Melikadze	June 2027	Underway	UNICEF supporting the development of child rights budgeting methodology for municipalities	
Develop a fundraising and partnership strategy for Child Rights Centers at partner universities.	Education	Natia Jokhadze	March 2026	Underway	UNICEF recruited national consultant to develop the strategy	

Evaluation Recommendation or Issue 4: Continue to require and support disaggregation of data for gender and equity monitoring, as well as to facilitate gender-responsive approaches to programming and policy. Furthermore, support staff and partners to develop gender technical capacity and understand the value of gender-responsive programming and disaggregated data. Address gender-sensitive topics through strengthened social and behavioural change approaches in partnership with Regional Office to increase community engagement and drive systemic impact.						
Management Response: (Agree, Partially Agree, Disagree):						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Integrate sex-, age-, and disability-disaggregated data requirements into all monitoring and evaluation (M&E) frameworks, grant agreements, PDs, and research/study TORs.	Management	Alexandru Nartea	December 2026	Not started		
Organize at least two workshops for UNICEF staff and implementing partners on gender-responsive programming, use of disaggregated data, and equity monitoring.	Gender Focal Point	Nino Davitashvili	December 2026	Not started		
Collaborate with the Regional Office SBC team to adapt the catch-up vaccination plan for Abkhazia region, ensuring it effectively addresses gender-sensitive barriers, promotes equity, and fosters inclusion through strengthened community engagement.	SBC	Nino Lortkipanidze	December 2026	Underway	UNICEF is recruiting two consultants to carry-out catch-up vaccination plan	
Evaluation Recommendation or Issue 5: Increase focus and strengthen capabilities for identifying future trends and emerging issues to stay ahead of challenges and seize opportunities.						
Management Response: (Agree, Partially Agree, Disagree):						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway	Actions taken	Supporting documents

				Completed Cancelled		
Support revitalization of Inter-Agency Commission on Child Rights as a regular platform for monitoring CPD and CRC implementation.	Management	Alexandru Nartea	December 2026	Not Started		
Development of Resource Mobilization Strategy to leverage and diversify partnership opportunities for investments in children.	Management & Communication	Jesper Moller, Maya Kurtsikidze	December 2026	Not started		
Support the development of the child rights chapter within the National Human Rights Action Plan (2027–2030), to ensure it addresses the needs of the most vulnerable children and reflects shared priorities between the Government and UNICEF.	Management	Alexandru Nartea	June 2027	Not started		

Management Response is approved

Date: 07 October, 2025

Jesper Moller (Representative): 