

Save the Children in Georgia Quarterly Newsletter

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Director's Fall 2010 Travel Report

Throughout the fall Leslie was away from Georgia to participate in several important Save the Children (SC) joint initiatives with UNICEF and other global partners committed to child protection in all circumstances.

The first trip was to Beirut, Lebanon for a SC Sweden-led consultation about child protection activities and initiatives. Leslie was joined by our technical colleagues Lucy Bachelor (left) Deb Barry (in red) and Sita Conklin (right) in presenting Georgia's work in a round-robin exhibition where participants spent 10 minutes at visual displays from each country in the Middle East Eurasia and Europe.

In November Leslie went to Geneva, Switzerland with a team of UNICEF and Ministry of Education and Science colleagues who have specific responsibilities for UNICEF-model Child-friendly Schools in Georgia. Leslie was recruited to join the Georgia team by international colleagues who knew of her co-leading the education cluster in Afghanistan. The cluster is a mechanism that UN and humanitarian agencies use to organize, together with governments and civil society, to respond to emergencies. Education is one area of response, and the workshop was designed to build awareness and capacity, especially by experience-sharing, among Central-Eastern Europe, Commonwealth of Independent States South Caucasus and Central Asian countries, all of which share similar natural and manmade disaster risks that prevent children attaining their educational rights.

The training – which was highly participatory with each country assigned to demonstrate and teach implementation of one aspect of an ideal emergency response – contributed to a global initiative to increase the capacity of emergency response in education. Attendees were all tasked to carry knowledge, awareness and tools back to our countries. Ministry colleagues joined so they can advocate for education-in-emergencies preparedness – first in the MoES and then to the larger Government, particularly ministries and agencies tasked with overall emergency preparedness and disaster risk reduction. UNICEF colleagues joined because of their role in the DIPECHO-funded schools' project for DRR/safe schools, etc.

Leslie's follow-up activities included a debrief with UNICEF's Georgia representative, Roeland Monasch, and an offer to engage with UNICEF and MoES colleagues to advocate for the need to recognize education as an priority emergency response in Georgia – by the Minister of Education and Science himself, and by other relevant ministries, departments, municipalities, etc. She will also try to become more familiar with the specifics, and achievements to date, of the DIPECHO-funded UNICEF project, with an eye toward scaling it up beyond 8 model schools, and has asserted Save the Children's preparedness to co-lead the education cluster in Georgia should a severe emergency occur.

Also in November, Leslie was invited to a follow-on workshop with ±30 humanitarian colleagues from around the world to prepare to deploy as an Education Cluster Coordinator, if needed. The coordinator's role it is to ensure a coherent and effective

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Lucy, Leslie, Deborah and Sita at the Beirut CPI Training

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education response by mobilizing stakeholders to be strategic in the face of a humanitarian crisis and to work impartially and closely with all members of the response team – governments, other NGOs, UN agencies, et al. This workshop was held at UNESCO's Paris headquarters and consisted of interactive and peer learning exercises from a highly experienced and expert group of education and emergency response specialists. Leslie was joined by SC colleagues from Japan, Norway and the UK, and by NRC, DRC, UN and other agencies as well. Completion of this training puts Leslie on standby to be deployed to coordinate the education response wherever and whenever disaster strikes.

Leslie's final recent trip was to Brussels, Belgium at the invitation of our SC/Sweden colleague, Lena Karlsson, who leads the global SC Child Protection Initiative. Lena learned about the remarkable success of our *Rebuilding Lives* project, and asked that we present it at the EU's 2010 Fundamental Rights Conference, *Ensuring Justice and Protection for all Children*, which brought together 300 experts from national governments, EU bodies, intergovernmental organizations, local authorities, civil society and specialized bodies on human rights. The focus was on developing practical proposals to address challenges faced by vulnerable children in the EU; sharing 'good practice on child-friendly approaches within administrative and judicial practice and supporting the implementation of policies and strategies related to the rights of the child in the EU. Our presentation of the Rebuilding Lives project outcomes for Georgian children was presented during the Marketplace of Ideas when all conference participants had a chance to visit displays by dozens of NGOs and UN agencies working to ensure child protection and justice worldwide.

International Day of People with Disabilities Celebrated in Tbilisi

A conference celebrating the International Day of People with Disabilities was held on December 3, 2010 at Tbilisi's Radisson Hotel at the initiative of the Ministry of Labor, Health and Social Affairs with support from Save the Children's *Supporting Equal Opportunities for People with Disabilities* project team. The conference, which was attended by almost 200 people, opened with an exhibition featuring photos, videos, handicrafts and other products from six organizations of people with disabilities.



*Conference attendees view
DPO handicrafts on display*

Opening remarks were made by Andria Urushadze, Minister of Labor, Health and Social Affairs; Dimitri Shashkin, Minister of Education and Science; Kent Logsdon, Deputy Chief of Mission, Embassy of the United States; Leslie Wilson, Country Director, Save the Children; David Lomidze, Deputy Minister, Labor, Health and Social Affairs; Moris Tsamalashvili, Deputy Minister of Labor, Health and Social Affairs; Giorgi Tsereteli, Deputy Chairmen of Parliament; Otar Toidze, Parliamentarian Committee on Healthcare and Social Affairs leader; Giorgi Avaliani, Deputy Minister of Sports and Youth Affairs; Tata Khuntsaria, Deputy Public Defender and Giorgi Dzneldze, Coalition of Independent Living leader. The gathering addressed existing policies, programs and 2010 progress in line with Georgia's disability action plan.

Representatives of the ministries of Education and Science and of Labor, Health and Social affairs; of the Public Defender's Office, from Save the Children and the Coalition for Independent living and UNICEF all spoke of their specific achievements and future plans. During the presentations – in addition to significant accomplishments and strategic directions in social policy reform for people with disabilities – gaps and continuing challenges were noted and discussed.

In addition to Government officials and national and international organization representatives, the conference was attended by Diplomatic mission representatives to Georgia as well as beneficiaries of the *Equal Opportunities* project. The leading media organizations broadcasted the event: Georgian Public Broadcaster I and II channels, ITV, TV Maestro, TV Rustavi2, TV Imedi, TV Patriarchate, Interpressnews, Media News, Express News, Media.ge, Green Wave and 24 hours.



Lilly Saganelidze Evaluates Her Evaluation Experts Meeting

In October I attended the “Slovak DET 2010 - International Programme for Development Evaluation Training (IPDET)” in Kastiel Mosovce, Slovakia. The conference was organized by the Slovak Evaluation Society in cooperation with the civic association Development Worldwide (DWW), International Development Evaluation Association (IDEAS) and the Czech Evaluation Society, and partly financed by UNDP. The event was based on the annual IPDET summer school – more information can be found online at www.ipdet.org.

Although I had been to Slovakia before, this was my first trip to Mosovce, which I traveled to via Prague. I was the only person from Georgia and there were 42 others from Austria, Slovakia, Slovenia, Belgium, Czech Republic, Ukraine, Albania, Poland, Switzerland and Serbia representing an interesting mix of both government and non-government organizations.

The course was very interesting but the nexus of theory and interpersonal exchange of ideas and experience made it a uniquely valuable experience for me. I believe especially that the **Theory of Change** and the related **result-based evaluation** will be useful in my position as Monitoring and Evaluation Senior Officer with Save the Children in Georgia. These theories have given me insight into how we expect our projects, programs and/or policies to lead to the desired impact of change – and the tools that can help us modify the implementation process when necessary. I also very much enjoyed the sessions on sampling strategies, which I have immediately managed to apply in Georgia with the *Community Centres* project. I also directly benefit from the IPDET global e-mail list, which allows me to tap into a wealth of M&E knowledge and experience outside Save the Children, and to share information about our programs with others.

This year Slovak DET 2010 was organized in English by Linda Morra Imas and Ray Rist. Ray C. Rist, a World Bank consultant, is creator and co-director of IPDET and current president of IDEAS. Retired from the Independent Evaluation Group of the World Bank, Dr. Rist continues advising organizations and national governments throughout the world on how to design and build results-based M&E systems. Linda G. Morra Imas is also creator and co-director of IPDET and has more than 30 years of experience with private and public sector evaluation and training in monitoring and evaluation throughout the world. She is co-author of the new comprehensive text, *The Road to Results: Designing and Conducting Effective Development Evaluations*.

Improving Health Service for Mothers and Babies at Gali Hospital

Last year, the hospital in Gali town in Abkhazia was clean but strangely empty. The halls echoed and the consulting rooms, shelves and cupboards were mostly bare. In truth, no one came for treatment unless they had no other choice; the hospital had little or nothing to offer them.

The hospital serves a population of 55,000. But people who need serious medical care must travel three hours by rough road to Sokhumi, for political reasons, Gali residents feel discriminated against and uncomfortable, or to Zugdidi, one-plus hours away through a militarized no man’s land that also has very bad roads.

Since the Georgian civil wars of the early 1990s, the territory of Abkhazia has been controlled by *de facto* authorities who are Abkhaz, not Georgian. In 2008, with an escalation of conflict over another ethnic minority territory, the Abkhaz-Georgian administrative boundary became tighter and the area more isolated. Gali district is a largely ethnic Georgian populated area with poor infrastructure, significant war damage, very high unemployment and lack of public services.

The gynecology and maternity departments at Gali Hospital have consulting rooms, a delivery room and a recovery room/nursery. But they are extremely basic; no baby warmer or incubator, no surgical instruments for the most basic procedures. The delivery table is rusted away and has

a jagged edge. There are holes in the walls where the masonry is falling off and the bathroom is old, damp, uncomfortable and difficult to keep clean.

With the help of a small grant from the EC-funded *Community Centres for Conflict-affected Communities*, project, SC started to renovate and equip Gali Hospital to improve basic services for mothers and babies. Through the project, Save the Children has already provided a sterilizer and a set of basic surgical instruments to go in it. Simple low-tech equipment enables the doctors to monitor pregnant women (as well injured patients in an emergency.) A stretcher on a trolley now allows nurses to move patients with dignity.

With additional funding from the German government, SC also is supporting more renovations to the maternity department. This will include providing a new delivery table, a special table for keeping newborns warm immediately after birth, bed linens and a washing machine. The renovation also will include installing



a hygienic, comfortable bathroom with shower and toilet, for mothers to use before and after delivering their babies.

Dr Maja Akubardia (pictured above, right) works at the hospital as a gynecologist. She says, "This assistance is so important to us. We have been unable to offer proper care to mothers and their new babies. The delivery suite looks terrible and even frightens some first-time mothers and it's

hard for me to reassure them that it will be alright. I keep the new equipment in my office and it is used under my supervision in different departments. It's wonderful, especially the sterilizer which is exactly what we needed. Now we are really looking forward to the new work being done. It will make my job much easier and this may start to become a proper hospital again."

Youth Citizenship Club, Gali, Abkhazia

Gali Youth Citizenship Club (YCC) is buzzing with excitement. Two of its members have just returned from a writing workshop and competition for youth clubs from across Georgia. And their entries won! The topic of the competition was "The Most Significant Change in My Life" and the workshop focused on writing styles, making comparisons and using language to convince the reader. The girls' winning essays told movingly of how the YCC has had an impact on their lives in the last 15 months.

Living in Gali is a struggle for young people. Since the Georgian civil wars of the early 1990s the breakaway territory of Abkhazia has been controlled by *de facto* Abkhaz authorities. An escalation in conflict in 2008 led to restricted movement outside the territory – that is, into the main part of Georgia. Life became more controlled, and opportunities even more limited. Gali district is a largely ethnic Georgian area with poor infrastructure, significant war damage, very high unemployment and lack of social services and, for young people, recreational opportunities. Young people have no cinema or other entertainment and must leave the area if they wish to continue to study after high school. The area suffers a brain-drain of talented young people.



The SC-supported YCC is part of an EC-funded project – *Community Centres for Conflict-Affected Communities* – implemented by Alert, a local partner. Club members have benefited from education and training in a range of topics from conflict resolution to journalism and have discovered in themselves a diverse range of ways they can become actively engaged in helping their community. They come from different backgrounds but share many common interests and values.

For example, YCC members joined together to help UNICEF in a recent polio vaccination campaign by researching the disease online, creating newsletters for children and giving presentations on the vaccination campaign at schools to help ensure that rural children did not miss out. They run a Weekend School, too. After learning basic computer skills at the Community Centre they volunteered to be trainers themselves; 15-year-olds now teach 10-year-olds how to use computers each weekend. These are the only computer classes in town and are, of course, extremely popular.

Gali's YCC has started exchange visits with Abkhaz youth from clubs in other parts of the region with the simple aim of enjoying a meal and socializing – a small step by members of a new generation who want get along better than their parents and grandparents generations.

These engaged and motivated young people are critical to making the future of Gali peaceful and prosperous and their winning essays demonstrated that they now see themselves as an integral part of the development of the region in difficult circumstances. The YCC has challenged them and nurtured them. As club member George Tsurtumina says about a recent exhibition of photos (see photo above, where children are voting for their favorites) taken by YCC members, "We tried to show that we feel we have the right to a better life. And we know how we can help to get it!"



In another community center activity, children learned from some European guests how to make electronic music (photo above)!

Bakuriani weekend brings youth together from many Georgian towns

It seems many young Georgians have limited experience expressing themselves, especially in writing, and they engage very little in public discussions or debates. And, everyone needs more knowledge about how to use the Internet! So, SC developed a two-day “opinion writing and using the Internet” workshop.

In mid-December, 50 youth club members, ages 13 to 21, from SC-supported community centers in Zugdidi, Poti, Tskaltubo, Gardabani and Gali met beautiful Bakuriani to learn about creative writing, explore what the Internet has to offer and... spend a good time together.

During the weekend, participants wrote several short articles or stories to practice writing, and then everyone wrote about how *Community Centers* project activities had changed their lives. The hotel was a big writing scene: everyone writing ... in every position and place possible. Stories were peer-reviewed and changed – and everyone came to understand that good stories – especially award-winning stories – always require time, editing, rewriting and more editing.

The weekend yielded many winning stories, and those thought to be the very best will be published by Save the Children, while all

stories will comprise a “most significant change” internal impact evaluation report.

SC colleagues Dato and Ani led Internet use workshops during the weekend, too, where participants learned to upload their own videos and photos onto YouTube and the project’s forum. They also formed the *Five Stars Group* on Facebook, named for the 5 towns they represent as well as their star quality! The forum and Facebook group will continue, and the weekend was such a success that there will be an encore in January!



A most significant change ...



Talented Youths



Ani & Dato leading the Internet Training



During the Journalism Training



Just having fun!

Lebanese Colleagues Visit to Start a Social Business Pilot

To further address the self-sustainability requirements of our EU-funded community centres, a Social Business Pilot – led by a Lebanese NGO partner, *Beyond Reform and Development* – was held for groups from Poti, Zugdidi and Tskaltubo. The main idea behind the pilot is that community centres can generate income through services that will, in turn, help sustain the centres and their community programs. This will make them less dependent on fundraising from international donors as the pool of funds is reducing every year. However, income generating is particularly challenging for the groups, which were formed just one year ago and had little to no previous experience in the NGO sector. Although the concept of “social business” is new worldwide, and particularly in former Soviet countries like Georgia, the Community Centres welcomed the idea to diversify their funding – and to add earned income - immediately.

Before a visit from *Beyond Reform* consultants, the Community Centres project team organized focus group discussions with community members to explore the centres’ income generating potential. Five discussions were held: three in Zugdidi (for men, women and youth

separately) and two in Poti (for men and women together, and for youth separately). In their groups, participants discussed how families earn income and make decisions about household spending in order to better understand what paid services they would be able to afford. Participants were also asked to state what services they would be willing to pay for if they were available, and they brainstormed ways in which they, as social business people, might organize to provide some needed services – especially vocational and organizational training, including how to organize and start an enterprise.

In January, to follow up on all the ideas generated in initial meetings, Poti, Zugdidi and Tskaltubo community centres will work with a local group, the *Association of Young Economists in Georgia*, and get help to write business plans and one-year action plans for the social business ideas they believe to be most promising. SC team members also will also participate in a social business working to enhance staff knowledge and capacity to work effectively in this field in the future.

Community Centers Project Website Flourishes!

To understand just how successful our colleagues Dato and Ani have been in promoting the use of modern technology among our youth club members, just check out our May to July www.ccig.org.ge activity figures:

Between May and July, 188 people visited the web site ❖ & posted **47** messages on the forum (figures as by Google moderator)!

Ani and Dato joined the team and started field support visits on 1 August; they also named youth club members as site moderators. Almost immediately, Google Analytics showed strong peaks in web activity after each visit. But we realized that, although these youth were very committed and enthusiastic, real sustainable forum activity and use of the Internet was still hampered by a lack of basic skills. So we developed a four-hour Internet and moderator’s training session with a carefully balanced combination of theory, skills and practice. Of course we expected to increase activity, but we were astonished when we saw how the use of the forum spiked after each session. Top.ge, a Georgian website monitoring the activity and popularity of different websites including ours, gave us the following statistics for **November alone**:

- **2,518** visitors of website and forum
- **40** people registered on the forum
- **793** posts on the forum
- **23** people are online simultaneously (average per day)

In December, we launched an on-line photo competition, “The place where I feel most comfortable”.

Youth club members and their peers (schoolmates, siblings, relatives, friends), both IDP and non-IDP, are invited to post photographs and, after the submission deadline, on-line voting will occur and the prizes will be awarded for the highest vote-getters.

Our website and forum are now linked to other youth organizations as well as employment and job sites, NGO calls for proposals and regional initiatives.

They still needed some start-up support, but the young moderators have clearly understood our ambition to create the most popular and best connected website in Georgia!

A new world for Miranda

by Nino Nutzibidze and Leslie Wilson

Miranda, an 11-year-old girl with cerebral palsy from birth, lives with her parents and older siblings in Gvankiti village in Terjola. Like Miranda's health, the family's economic and social condition is very bad, and so, in the past, she would spend her whole day one room, which was the living room, dining room, kitchen and her bedroom all together. Miranda slept in an old damaged bed beside the wood-fueled stove which, in winter is fine, but is especially unbearable on hot summer days. The family's poverty was hard for everyone: Miranda's mother was often irritated and emotionally imbalanced; her father drank often, with bad health consequences. Her teenage brother tried to help the family through agricultural work, but this was never enough for meeting family subsistence needs, especially Miranda's special needs, and the situation left her joyless. The only entertainment was TV and, oddly, three ropes tied to her bed for making, unmaking and remaking various forms of knots to pass the time.



Through the disability project, however, a multidisciplinary team started working with Miranda in May (2010). At first Miranda and the family

were assessed by a social worker, a psychologist and an occupational therapist, and then an individual care (service) plan was developed for Miranda. For eight months, the care plan was followed, and many new things came to the family. Miranda received simple things for her mental and physical development: pencils/crayons and paper; clay and beads and puzzles; sticks for learning mathematics and colorful geometric toys; also books.

A Farewell Interview with Manana Kakuchaia

by Nato Gabashvili

"Fourteen years is a considerable part of life," says Manana Kakuchaia. And it's amazing, as she goes to the numbers again and adds, "This is 35% of my life until now." In talking with Manana just as she was leaving, Nato Gabashvili herself noted, "I don't think that Manana, our Grants and Budgets Manager at Save the Children in Georgia needs an introduction; I will just say that she is our very good friend and a very good colleague".

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Twice a week since May 2010 every specialist was working intensively with the child and her family and, as a result, Miranda has made great progress in reading and understanding, in simple arithmetic, including the multiplication tables and in being able to tell the time; her sensory-motor and soft motor skills are improved. She is motivated for education and does her homework. She is creative with her clay and drawing supplies. The used computer shared by Save the Children was a bonus in developing Miranda's development, especially by encouraging family care for her; before, her brother would never even touch her, and now he helps her use the computer.

With the support of the team social worker, and through her repeated referral of the family to the local Social Service Agency office, the family now receives its entitled subsistence allowance and free healthcare. Miranda is enrolled in a day care center with other disabled children in Terjola now, and this has supported her socialization; she is one of the most active and successful center students. She has made many friends with whom she spends most of her days. A resolution of the regional council of guardianship and care has secured a new bed and a modern oven from the SOS Children's Village family-strengthening project; an occupational therapist-designed/adapted table, chair and toilet have come through SC project resources and, finally, a new wheelchair is expected from the State's resources.

Miranda's situation, and her family's is better now, although there will always be challenges. Still, it is expected that the family's story will be repeated hundreds of times over as a result of disabilities project support. Rights' education and advocacy for families, support for modern approaches to caring for children with special needs, persistent professional outreach and networking on behalf of vulnerable families with disabled children – all are possible within the disability project, and we are really proud that we have a chance to make positive, lasting change in so many Georgian children's lives in the project!



Nato, Manana and Levan

“My career development at SC in Georgia could not be a more perfect successes story,” says Manana, as she recalls how she moved from receptionist to secretary and, step by step, came to the senior position of Grants and Budgets Manager. “Akram, Karen, Paul, Madani, Douglas, Jonathan, Charlie, Tom, Leslie” she says as she uses her fingers to count the country directors she has worked with: quite an impressive and long list!

Nato says, “Manana has wonderful personal quality in that she very easily forgets bad things.” And her answer to Nato’s question about the worst thing that happened to her in all her SC years proves it when she responds. “I cannot recall anything bad,” she says, “especially now when I am going to leave. Only my favorite parts are on my mind now, and I am grateful to Save the Children and to my friends and colleagues, as I have learned a lot at Save the Children. I met very many interesting and nice colleagues and acquired friends; SC gave me a lot in my career development and job satisfaction as I knew I was working for children and families in need in Georgia. I would like to thank all my colleagues and friends at Save the Children for their support and opportunity to be a member of Save the Children team,” says Manana. “But time comes,” she also says, “when you are eager to look for new challenges; to take a step and look for new developments. Some people go. Some new people join, but Save the Children will always continue to work for children in need all over the world,” she adds. Let’s wish a good luck to Manana, in her new job, and in her future endeavors.

Staff Changes & News

Welcoming new colleagues!

- ✚ **Tamta Golubiani** – Manager, Regional Children’s Action for Participation (ReCAP), which we will implement in partnership with SC Armenia and SC Azerbaijan
- ✚ **Tamuna Dagargulia** –Coordinator, Youth Confidence-building Initiative (YCBI), which is based in Zugdidi as part of the UNDP COBERM (confidence-building) initiative for IDPs

Congratulations to our colleague who has earned a promotion!

- ✚ **Sopho Anghuladze** is now ReCAP’s Senior Officer

Farewell and good luck to our colleagues who have left!

- ✚ **Manana Kakuchaia**, Grants and Budgets Manager, will now work with IREX
- ✚ **Kakha Usanetashvili. Driver**, will now work with our partner RTI, when they move to their new offices
- ✚ **Geof Giacomini**, Country Director/Azerbaijan, who is our long-time friend and collaborator in South Caucasus work for children and families, has been named Country Director for Save the Children in Egypt and will move to Cairo in late January.

Other very exciting news! All Save the Children / Georgia staff congratulate our colleague *Levan Gujabidze* who recently got married, and we thank him for inviting some of us to the fabulous wedding party! We wish Levan and Nino many years of happiness. *Congratulations!*

This is also very exciting news for SCiG! On December 30th – with just one day to go before the year ended – Leslie signed a Programme Cooperation Agreement with UNICEF Georgia so we can move forward with the project, **Strengthening Childcare Services and Systems**. The project is being implemented with USAID funding and is largely a continuation our successful *Rebuilding Lives* project, for which we submitted a final report – which was very well received – in late December.

The project’s goal is to strengthen and expand Georgian capacities and systems to ensure the wellbeing of vulnerable children who receive, or should receive, quality State care and/or assistance; and its *objectives are these*: (1) Support the Social Service Agency (SSA) ... to ensure the comprehensive assessments, individual care planning and monitoring in all 24-hour care institutions; (2) Assist the SSA in planning and providing long-term solutions for children in 24-hour institutions through reunification with biological families, guardianship/kinship with extended families; (3). Expand availability and quality of community-based integrated services for children with disabilities and their families.

The project will be led by Natia Deisadze in her role as Senior Manager / Protection, with strong support from Leslie, of course, and with a small team to be selected in soon. *The project is expected to last for three years, and to include partnerships with Every Child and First Step Georgia as well as UNICEF and the Ministry of Labor, Health and Social Affairs and its agencies.*

Time for Changes on the Finance Team!

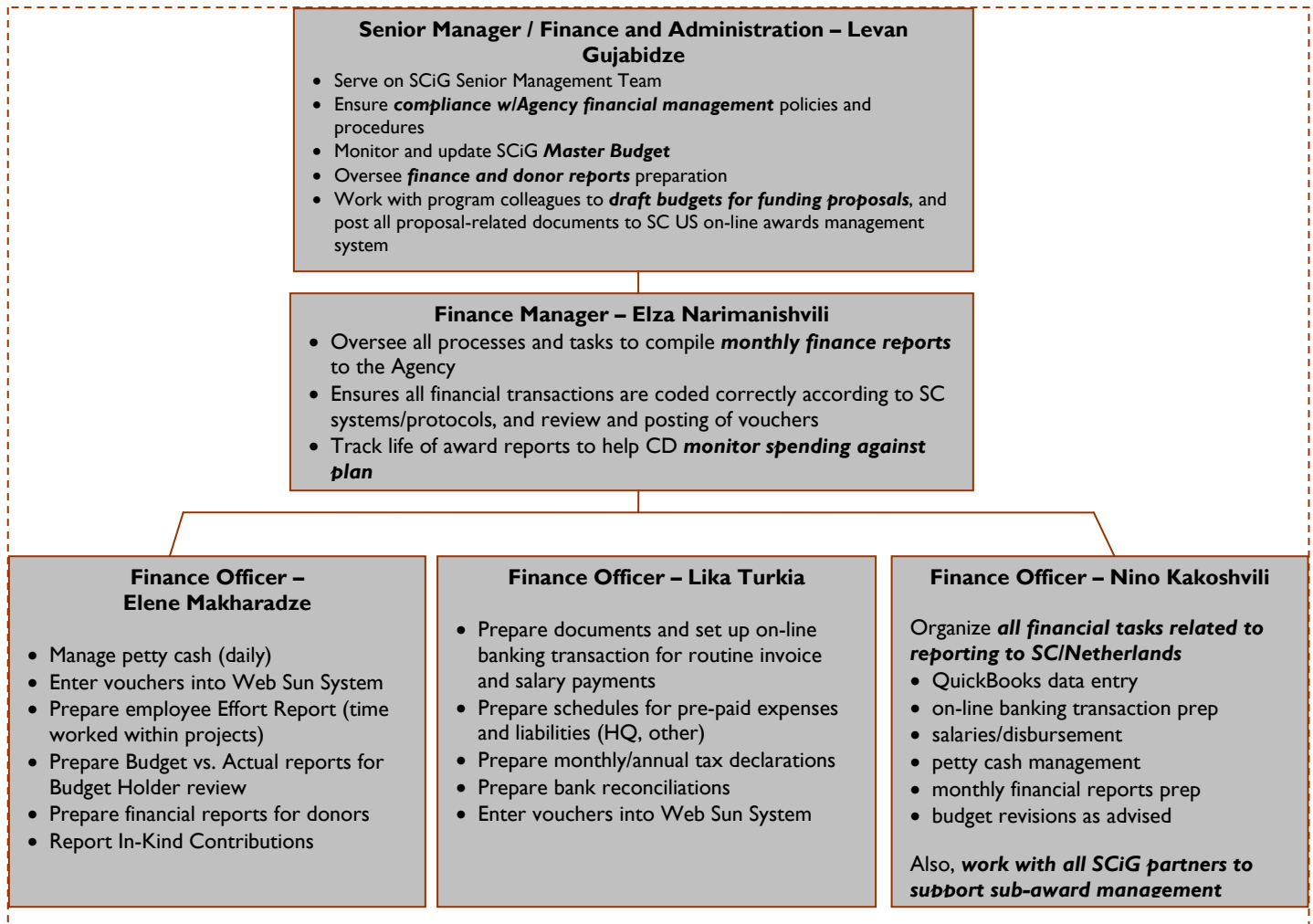
by Levan Gujabidze

SCiG's new year brings with an opportunity to reshape our finance and grants management team. This change, beside the basic requirement to improve how we work, was triggered by the choice of our good friend and colleague, Manana Kakuchaia, to move from Save the Children. We all want to say thanks to Manana for her job and energy spent to help Georgian children through Save the Children, and to wish her all the best and success with her new organization, IREX.

Of course all finance team members realize that it will require more effort from us each of us to continue the smooth running of finance management work without such an experienced team member. But team members are also

enthusiastically ready for new, shared responsibilities and agree with the SMT decision to share grants/budget management functions among existing team members.

During Manana's last weeks with SC, all necessary hand-over sessions, including some specific task trainings, were done, and we strongly believe that capacity and efficiency will not be compromised. The qualifications, abilities and experience of all who now have additional responsibilities are strong, and each has proved her/himself able to succeed, by all Agency standards, in the future, according this new structure, which outlines **key responsibilities**:



20 Gotua Str., Tbilisi
Phone: +995 (32) 24 45 20
/21/28/29