



USAID
FROM THE AMERICAN PEOPLE

USAID – PERFORMANCE MANAGEMENT PLAN

SECTION I – INTRODUCTION

I. USAID’s Assistance Objectives FY 2010-2013

The mission’s results framework proposes programmatic directions to accomplish the following programmatic goals, expressed in this report as assistance objectives (AOs):

- **AO-1: Participatory Democracy and Democratic Governance Strengthened.** This objective will focus on improved public participation in civic activities, including strengthening the advocacy capabilities of select civil society organizations; improving public access to reliable news and information; improving the competitiveness of political processes, including strengthening the ability of political parties to represent constituent views and priorities; strengthening the judicial system, including improving transparency and providing training for lawyers, judges and prosecutors; and improving democratic governance, which includes support for building stronger linkages between branches of government and the citizens they serve.

Intermediate Results (IR):

- Improved Public Participation in Civic Activities
 - Public Access to Reliable News and Information is Improved
 - Competitiveness of Political Process is Improved
 - Judicial System is Strengthened
 - Democratic Governance is Effective
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- **AO-2: Improved Delivery of Social Services.** This objective will focus on strengthening the government’s management capacity to provide quality services, with a focus on strengthening education and health administrative systems; strengthening the capacity of private health care providers, including health insurance providers and the provision of services in TB, HIV testing and maternal health; providing vocational training to meet job demands, especially for internally displaced persons; and providing key social services to meet the needs of vulnerable groups, including improving conditions in orphanages and finding safe permanent family placement for orphans.

Intermediate Results (IR):

- Government Provides Improved Delivery of Quality Services
- Private Health Service Providers Deliver Quality Services
- Vocational Training Adjusted to Meet Job Market Demands
- Provision of Key Social, Health Services Expanded to Meet Needs of Vulnerable Groups

- **AO-3: Improved Economic Competitiveness and Welfare.** This objective will focus on improving the commercial sector regulatory environment, including strengthening property rights and improving customs efficiency; improving private sector competitiveness; strengthening economic infrastructure in key sectors of support, including tourism and agriculture; and improving economic security for vulnerable populations, including persons displaced by the recent war with Russia.

Intermediate Results (IR):

- Improved Economic Governance
 - Improved Private Sector Competitiveness
 - Improved Economic Infrastructure in Strategic Sectors
 - Improved Economic Security for Targeted Vulnerable Populations and Sectors
- **AO-4: Enhanced Energy Security.** This objective will focus on facilitating investment to build new hydropower production facilities, through assistance with policies, technical assistance and investment promotion; improving natural gas transmission infrastructure, to increase the availability of gas for households and key economic development zones; improving electrical power transmission, through constructing new lines and improving management and transmission technology; and promoting increased energy efficiency.

Intermediate Results (IR):

- Facilitated Hydropower Investment
 - Improved Natural Gas Transmission Infrastructure
 - Improved Power Transmission
 - Increased Efficiency in Energy Use
 - Strengthened Energy Management Capacity
- **AO-5: Healthier, Cleaner Environment.** This objective will focus on developing an integrated watershed management program to improve the sustainable use of natural resources, including improving water quality and forestry practices; and promoting activities to help Georgia mitigate and adapt to climate change.

Intermediate Results (IR):

- Sustained Integrated Watershed and Natural Resource Management Practices
- Strengthened Capacity in Environmental and Climate Change Strategic Planning and Management
- Mitigation and Adaptation to Adverse Impacts of Global Climate Change

SECTION 2 – CROSS-CUTTING THEMES

I. Management of Cross-cutting Themes

USAID has three cross-cutting themes that will require special management and data collection efforts. The three cross-cutting themes are: 1) increasing the government's responsiveness to its citizens; 2) providing services to vulnerable groups, including internally displaced persons; and 3) a focus on gender mainstreaming.

- **Cross-cutting Issue 1: Increasing the Government's Responsiveness to its Citizens**

A principal theme of AO-1 Participatory Democracy and Democratic Governance Strengthened is to increase the government's interactions with, and responsiveness to, its citizens. Increasing the government's ability to respond to its citizens, however, is an important theme that cuts across multiple assistance objectives. For example:

- AO-2: Improved Delivery of Social Services is improving the regulatory and policy environment to increase access to and use of health services.
- AO-3: Improved Economic Competitiveness and Welfare is seeking to increase citizen's knowledge about economic policy change and will develop e-initiatives to increase voluntary citizen participation.

- **Cross-cutting Issue 2: Providing Services to Vulnerable Groups**

There are several vulnerable groups that are targets for assistance within USAID's strategy, including internally displaced persons, the country's poor, rural households and vulnerable populations in conflict-affected regions. There are two assistance objectives that specifically target vulnerable populations:

- AO-2: Improved Delivery of Social Services is working to expand the provision of key social, health services to meet needs of vulnerable Groups
- AO-3: Improved Economic Competitiveness and Welfare is seeking to improve economic security for targeted vulnerable populations and sectors.

- **Cross-cutting Issue 3: Gender Mainstreaming**

This cross-cutting theme will be managed to address some of the outstanding gender issues, differences and inequalities in Georgia. These exist despite the fact that the legal framework warrants gender equality, and men and women have equal rights enshrined in the Georgian constitution. These issues, inequalities and differences include:

- Lack of representation of women in decision making positions in politics, academia and the private sector
- Lack of access to financial resources, employment and business opportunities for women
- Lack of access to quality reproductive health and family planning products and services

USAID/Georgia: AO-1 Results Framework

Development Context:
 • Anti-corruption measures are utilized at all levels of this AO

AO: Participatory Democracy and Democratic Governance Strengthened
 Ind 1: Freedom House's Nations in Transit Democracy Score
 Ind 2: World Bank Governance Matters Index

Critical Assumptions/Risks:
 •GOG's commitment to reform is maintained
 •GOG distracted by economy and foreign relations
 •Internal political polarization continues
 •Local governments unlikely to be decentralized

Intermediate Results

Sub-Intermediate Results

IR 1: Improved public participation in civic activities
 Ind 1.a: Survey measuring public participation in civic activities

SIR 1.1: Operational capacity of CSOs in policy development, advocacy, and monitoring strengthened
 Ind 1.1.a: Number of USG assisted Civil Society Organizations that engage in advocacy and watchdog functions
 Ind 1.1.b: Number of local non-governmental and public sector associations supported with USG assistance

SIR 1.2: Youth educated about civic rights and duties
 Ind 1.2.a: Number of people who have completed USG assisted civic education programs
 Ind 1.2.b: Number of schools that adopt practical models of civic education

Peace Corps: Civil society in the regions strengthened by grassroots projects
 DOS/PAS: Civil society strengthened through democracy grants program

IR 2: Public access to reliable news and information is improved
 Ind 2.a: Freedom House's Nations in Transit Independent Media Score
 Ind 2.b: IREX's Media Sustainability Index

SIR 2.1: Media enabled to provide accurate and balanced information
 Ind 2.1.a: Number of journalists trained with USG assistance
 Ind 2.1.b: IREX Media Sustainability Index: Objective 2: Journalism Meets Professional Standards of Quality

SIR 2.2: Effective media watchdog and monitoring organizations established
 Ind 2.2.a: Number of USG assisted CSOs that engage in advocacy and watchdog functions
 Ind 2.2.b: IREX Media Index: Objective 5: Supporting Institutions Function in the Professional Interests of Independent Media

SIR 2.3: Internet access improved for media and other civil society actors in the regions
 Ind 2.3.a: Number of people who received internet access as a result of USG Funded programs

SIR 2.4: Legal framework regulating media is improved
 Ind 2.4.a: Number of positive modifications to enabling legislation/regulations for media drafted with USG assistance
 Ind 2.4.b: IREX Media Index Objective 1: Legal and Social Norms Protect and Promote Free Speech and Access to Public Information.

DOS/PAS: Financial viability of media strengthened, Improved quality and quantity of independent news programs

IR 3: Competitiveness of Political Process is Improved
 Ind 3.a: Credible monitoring/observation missions for election and political process observation indicate minimal or no irregularities observed
 Ind 3.b: Freedom House Nations in Transit Electoral Process Rating

SIR 3.1: Political parties' ability to function as constituents' representatives increased
 Ind 3.1.a: Number of constituent outreach consultation conducted by parties receiving USG funding
 Ind 3.1.b: Number of political parties and political groupings receiving USG assistance who articulate platform and policy agendas effectively

SIR 3.2: Increased public trust in electoral systems
 Ind 3.2.a: Number of electoral administration procedures and systems strengthened with USG assistance

IR 4: Judicial System is strengthened
 Ind 4.a: Freedom House Nations in Transit Judicial Framework and Independence
 Ind 4.b: World Bank Governance Matters Rule of Law Measure

SIR 4.1: Transparency of judicial appointments/removals is increased
 Ind 4.1.a: Number of merit-based criteria or procedures for justice sector personnel selection adopted with USG assistance

SIR 4.2: Efficiency and transparency of court operations is increased
 Ind 4.2.a: Number of USG-assisted courts with improved case management

SIR 4.3: Civil Society Organizations' monitoring of the judicial system is improved
 Ind 4.3.a: Number of USG-assisted campaigns and programs to enhance public understanding, NGO support, and media coverage, of judicial independence and accountability

SIR 4.4: Legal professionalism and education is improved
 Ind 4.4.a: Number of law students, lawyers, judges, prosecutors, court personnel or police benefiting from improved teaching facilities and curricula

USDOJ: Independence, leadership, and courtroom management skills of judges strengthened through trainings

IR 5: Democratic governance is effective
 Ind 5.a: Freedom House Nations in Transit National and Local Democratic Governance Ratings
 Ind 5.b: World Bank Governance Matters Government Effectiveness Measure

SIR 5.1: Executive and Legislative branches of government are connected to the populace
 Ind 5.1.a: Number of mechanisms supported with USG assistance for citizens to engage government
 Ind 5.1.b: Number of public forums resulting from USG assistance in which national legislators and the public interact

SIR 5.2: Local and national governments provide effective and efficient services to the public
 Ind 5.2.a: Number of executive branch personnel trained with USG assistance
 Ind 5.2.b: Number of sub-national government entities receiving USG assistance to improve performance

SIR 5.3: Parliament's effectiveness is strengthened
 Ind 5.3.a: Number of national legislators and national legislative staff attending USG sponsored training
 Ind 5.3.b: Number of legislative documents available online to legislators and public

Illustrative Activities

IR 1: Public Empowered
 •Public policy roundtables/debates
 •Stronger think-tank and political party linkages
 •Improved university and non-government public policy research and analysis
 •Issue-based advocacy campaigns
 •Build capacity of CSO sector
 •Stronger regional CSOs
 •Improve practical civics training, curricula and materials
 •Teacher training
 •Connect CSOs, media and political parties in cross-sectoral issue advocacy

IR 2: Media promoted
 •Training to improve investigative skills capacity
 •Provide small and large grants to develop cross-platform journalism content
 •Support media-law, watchdog and professional associations to monitor regulatory actions
 •Provide grants to independent producers for in-depth investigative journalism
 •Include more rural and minority language communities in media projects
 •Increase internet media products and access to internet

IR 3: Trust in political processes
 •Training for political party representatives
 •Work to improve electoral code and election systems
 •Training and support for election monitors
 •Training for up and coming young leaders

IR 4: Independent judiciary
 • Develop comprehensive performance-based criteria for judges
 • Strengthen institutional capacity of legal professional associations and legal rights NGOs
 • Implementation of a national strategic plan for legal education reforms
 • Legal rights NGOs and legal clinics brought into a national network

IR 5: Effective governance
 •Assist Parliament to set up voting records database
 •Facion training on parliamentary oversight
 •NGO Liaison office within Parliament
 •Assist Government to modernize and standardize HR systems
 •Encourage local and national governments to consult with citizens

**USAID/Georgia
AO-2 Results Framework**

Improved Delivery of Social Services

- Ind 1: Increase in utilization of essential health care services by lowest income quintile population group
- Ind 2: Couple years of Protection
- Ind 3: TB – treatment success rate
- Ind 4: Education budget allocation per student in rural areas (versus urban)
- Ind 5: Maternal mortality rate
- Ind 6: Percentage of most at risk populations who are HIV positive
- Ind 7: Number of people gaining employment or better employment as a result of participation in USG-funded workforce development programs
- Ind 8: Number of people benefiting from USG-supported social services

Intermediate Results

Intermediate Result 1

Government provides improved delivery of quality services

Indicators:

- Ind 1.1: Essential drug list implemented
- Ind 1.2: HMIS is operational
- Ind 1.3: EMIS is operational
- Ind 1.4: Number of persons covered by government insurance
- Ind 1.5: No. of graduates of Masters of Education Administration program
- Ind 1.6: TB - case detection rate

SIR1.1: Health and education workforce skills developed

Ind: Number of host country individuals trained as a result of USG investments involving higher education institutions

Ind: No. of administrators and officials trained

SIR1.2: Regulatory and policy environment strengthened

Ind: Number of improvements to laws, policies, regulations and guidelines related to improved access and use of health services drafted

Ind: number of laws, policies, regulations, or guidelines developed or modified to improve equitable access to or the quality of education services

Intermediate Result 2

Private health service providers deliver quality services

Indicators:

- Ind 2.1: Number of health facilities that meet international certification standards
- Ind 2.2: Case-based payment system is operational
- Ind 2.3: Women receiving Active Management of the Third Stage of Labor (AMTSL) through USG-supported programs
- Ind 2.4: Number of individuals who received counseling and testing for HIV and received their test results
- Ind 2.5: No. of profitable health facilities

SIR 2.1: Strengthen clinical health service delivery

Ind: No of medical facilities renovated/constructed with the funds leveraged through USAID credit guarantees
Ind: Clinical training programs operational
Ind: Number of medical and para-medical practitioners trained in evidence-based clinical guidelines

SIR 2.2: Sustainable private health insurance system established

Ind: No. of people having voluntary private health insurance coverage.

Intermediate Result 3

Vocational training adjusted to meet job market demands (Short-term 2009 - 2011)

Indicators:

- Ind 3.1: No. of persons completing USG-funded workforce development programs
- Ind 3.2: Percentage of vocational training graduates who receive job placement counseling

Intermediate Result 4

Provision of key social, health services expanded to meet needs of vulnerable groups (Short-term 2009 - 2011)

Indicators:

- Ind 4.1: No. of classrooms repaired with USG assistance
- Ind 4.2: No. of teens and medical professionals receiving Hepatitis B vaccination
- Ind 4.3: No. of orphans with improved living conditions
- Ind 4.4: No. of orphans placed into safe, permanent family situations

USAID/GEORGIA: AO-3 Results Framework

Improved Economic Competitiveness and Welfare

Overall Indicators:

- Ind 1: WEF Global Competitiveness Index
- Ind 2: (F) World Bank Doing business Index
- Ind 3: (F) Regulatory Quality Index

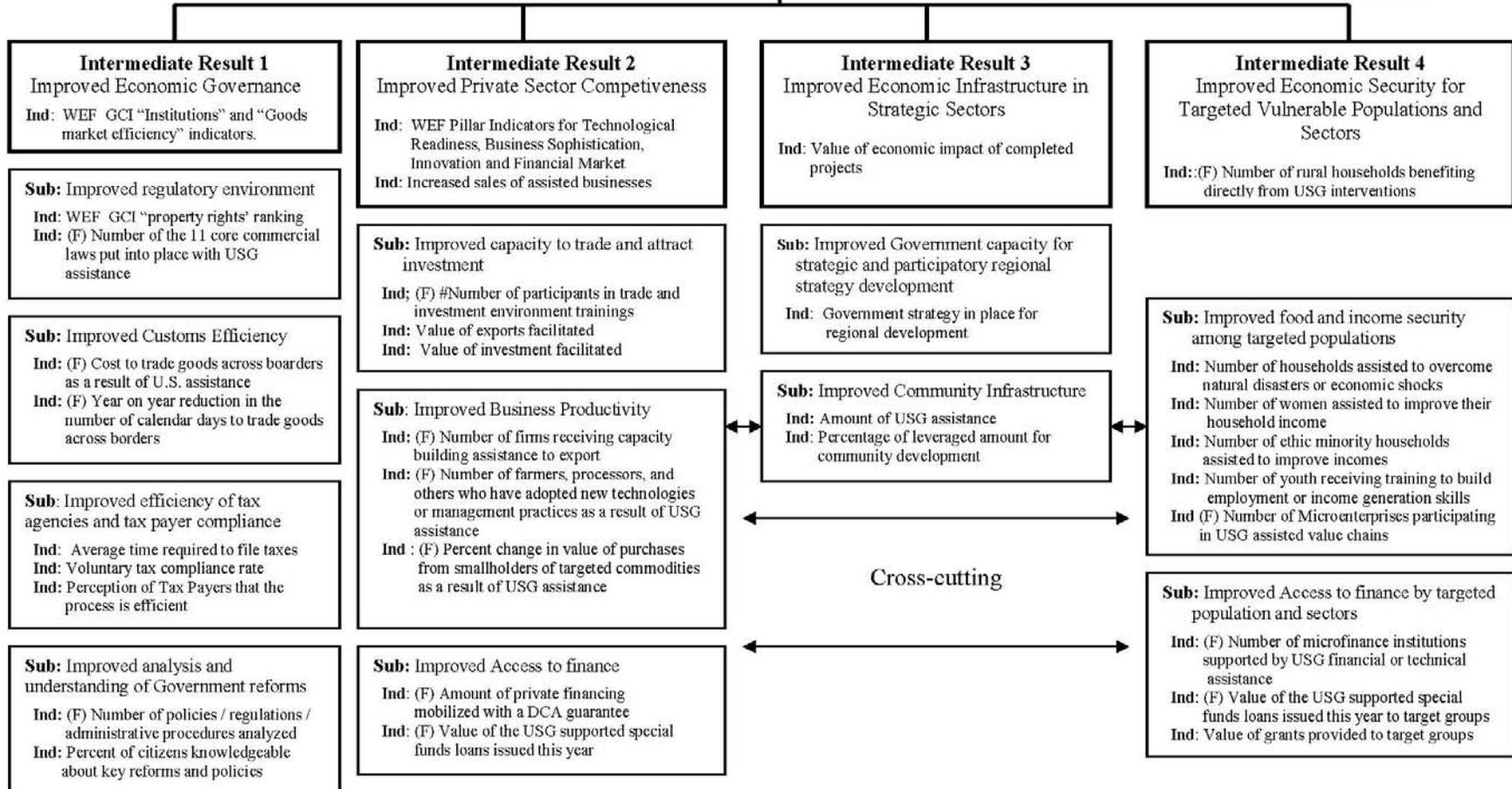
- Ind 4: (F) Fraser Institute Economic Freedom Score
- Ind 5: Business productivity in targeted sectors
- Ind 6: Average household incomes in targeted communities and sectors

Development Context:

- GDP (Georgia, Region, World)
- Capital flows to emerging markets
- Per Capita Income
- Poverty Rates
- Gini coefficient

Critical Assumptions, or Risks to Program:

- Maintained government commitment to open, free-market reform and policy/priority consistency
- No “backsliding” on current competitiveness levels
- Relative global economic stability
- Stable USAID EG funding levels
- Unchanged Georgian/Russian relations



**USAID/GEORGIA
AO.4 Results Framework**

Development Context

Risk reduction through supply diversification/access
Regional energy integration
USG support for clean energy/CO2 reduction
Energy transit corridor
Reduction of energy waste/Improvement of efficiency

Enhanced Energy Security

In.1 Georgia's membership in the Energy Community Treaty in good standing
In.2 Ratio of self-generated energy (projected) to total amount of gas and electricity consumed (projected)
In.3 Number of people with access to modern and reliable energy services
In.4 Amount of newly available energy (projected and actual)
In.5 Public and private resources (\$) leveraged by USG for energy infrastructure projects (F)

Critical Assumptions (Risks to Programs)

Private investment in hydro power sector;
Political environment;
GOG support for EE promotion at the policy level;
Geopolitics and Financial Markets

IR. 1: Facilitated Hydropower Investment

1.a Amount of bonds (in \$) on deposit to secure rights for new HPP site development
1.b Resources leveraged (in \$) to conduct HPP studies
1.c New capacity (in MW) under construction as a result of USG assistance.

IR. 2: Improved Natural Gas Transmission Infrastructure*

2.a Throughput capacity of gas transmission system
2.b km of gas pipeline rehabilitated, replaced, or installed

IR.3: Improved Power Transmission*

3.a Throughput capacity of power transmission system
3.b Annual number of outages due to failures of East-West power transit network
3.c Annual amount of power losses in transmission system

IR.4: Increased Efficiency in Energy Use

4.a Energy saved as a result of USG assistance
4.b Resources (\$) leveraged for energy efficiency upgrades based on energy audits

Sub-IR 1.1 Investment opportunities in Georgia promoted

1.1.a Number of promotional activities conducted

Sub-IR 1.2 Improved availability of quality data and analytical tools

1.2.a Number of site-specific HPP studies cost shared with investors
1.2.b Number of studies, research, analytical papers conducted/new tools (PSS/E software, MARKAL model, data bases, etc) utilized

Sub-IR 2.1 Saguramo/Khashuri Natural Gas Pipeline rehabilitated/replaced*

2.1.a Percent reduction in technical natural gas losses (F)

Sub-IR 2.2 Senaki-Poti/FIZ natural gas pipeline installed*

2.2.a Annual volume of gas transited through new lines

Sub-IR 3.1 Twin Circuit Senaki 1&2 transmission lines reconstructed*

3.1.a Km of power lines reconstructed
3.1.b kWh transited through 220 kV network due to 500 kV backbone line disruption

Sub-IR 3.2 Improved control and monitoring of power transmission network*

3.1.a Expenditures (in \$) on emergency repairs
3.1.b Percentage of transmission network under modern computerized controls

IR. 1 Illustrative Activities:

- Engineering, environmental, economic studies
- Road shows, trade fairs, promotion of investment opportunities
- Capacity building for energy entities (MOE, GNEWRC, ESCO, GSE)
- Structuring deals related to new hydro investments
- Assessments of market and trade opportunities
- Production of promotional materials
- Data dissemination and outreach, including demonstration sites
- Developing partnerships for new power sites

IR. 2 Illustrative Activities:

- Management and operations capacity building of the GOGC
- Gas transmission infrastructure construction & rehabilitation
- Leveraging resources for gas infrastructure construction/rehabilitation
- Reducing natural gas losses and improving transmission efficiencies

IR. 3 Illustrative Activities:-

- Management and operations capacity building of the GSE
- Regional power transmission planning
- Power transmission infrastructure construction & rehab
- Hazard/fault detection system installation
- Smart grid technology system installation

IR. 4 Illustrative Activities:

- Public awareness on benefits of energy efficient technologies
- Capacity Building of energy entities (MOE, GNEWRC, ESCO, GSE)
- Installation/promotion of energy efficient technologies in hospitals and private apartments
- Energy efficient and alternative energy applications (wood stoves, biogas, wind, solar, etc) demonstrated
- Energy auditing techniques promoted

IR.5 Strengthened Energy Management Capacity

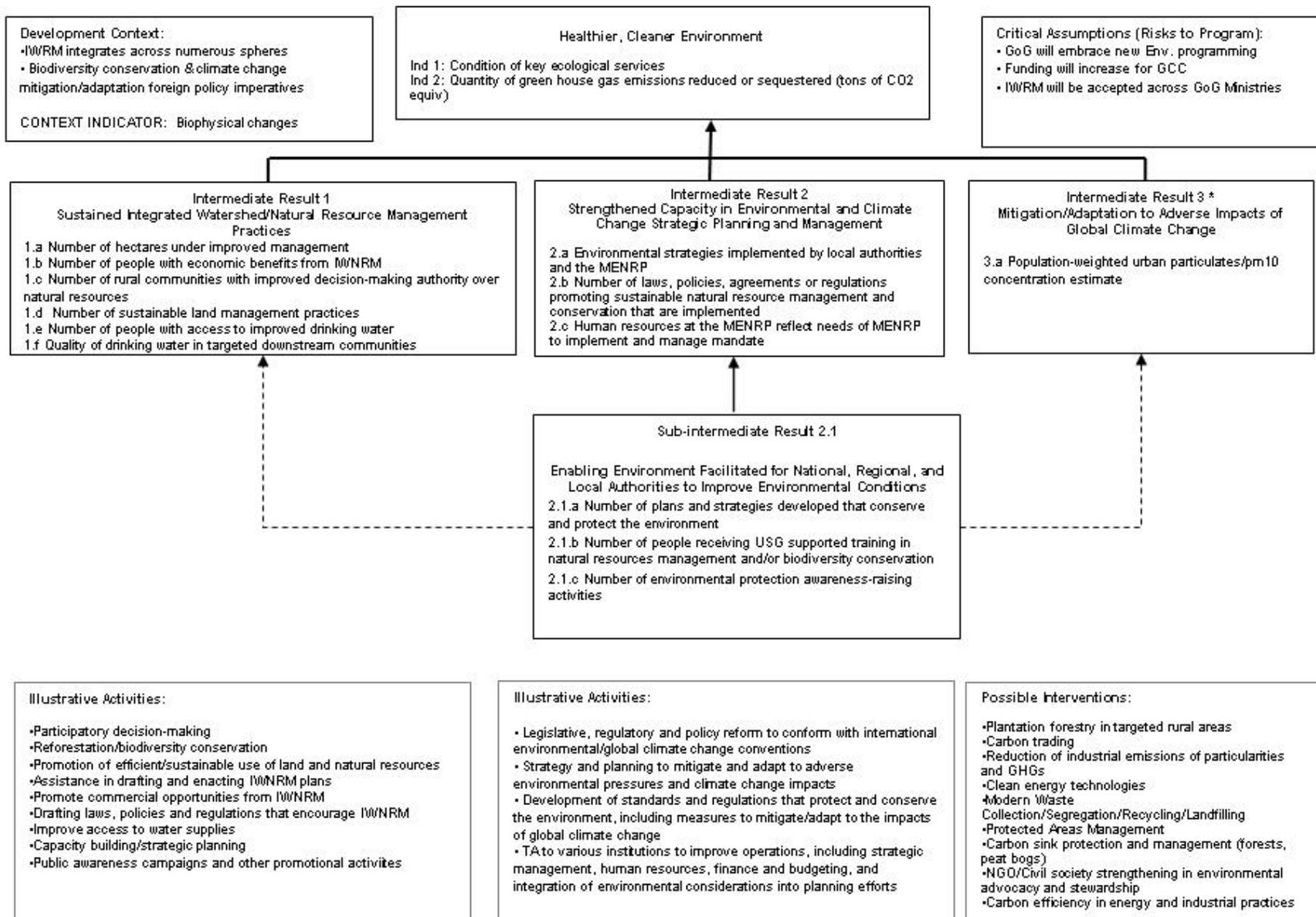
5.a Number of Energy Educational programs established
5.b Number of modern energy planning, analytical and management tools utilized by energy decision-making bodies
5.c Number of policy research papers, analyses and dialogues
5.d Number of people receiving technical training

Illustrative Activities:

- Support for membership in Energy Community, including capacity building that generates understanding of/appreciation for requirements
- Introduction of modeling tools and capacity building related to development of new HPP sites and understanding power export potential
- Capacity building in computer modeling (PSSE, MARKAL, GIS, etc.) , esp. for hydropower, international trade, and system balancing
- Support to civil society and local higher education institutions for energy analysis, research, advocacy and outreach
- Review and critique of existing regulation and policy, and capacity building to support regulatory performance, function and independence

* Contingent on assignment to USAID and funding

USAID/Georgia: AO-5 Results Framework



* Contingent on Mission approval and funding

