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Sida Decentralised Evaluation

NIRAS Sweden AB

End-Term Evaluation UN Global Compact Network Georgia (UN GCNG)

Final Report

End-Term Evaluation UN Global Compact Network Georgia (UN GCNG)

**Final Report
August 2023**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Decentralised Evaluation 2023:19

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Table of contents

Table of contents	i
Abbreviations and Acronyms	iii
Preface	iv
Executive Summary	v
1 Introduction	1
1.1 Background & context	1
1.2 The Purpose of the Evaluation	3
1.3 Evaluation focus	3
1.4 Evaluation approach and methodology	5
1.5 The evaluation process	6
1.6 Limitations	8
2 The Evaluated Intervention	10
2.1 The UN Global Compact	10
2.2 UN Global Compact Network Georgia	11
2.3 The UN GCNG operation	13
3 Findings	18
3.1 Relevance: is the intervention doing the right thing?	19
3.2 Coherence: how well does the intervention fit?	21
3.3 Effectiveness: is the intervention achieving its objectives?	22
3.4 Efficiency: how well are resources being used?	31
3.5 Impact: what difference does the intervention make?	37
3.6 Sustainability: will the benefits last?	37
4 Evaluative Conclusions	40
4.1 Relevance and Coherence	40
4.2 Effectiveness and Efficiency	40
4.3 Impact and Sustainability	41
5 Lessons Learned	42
5.1 Passion and a personal approach generate results	42
5.2 Donor reluctance in joint funding	42

5.3 UN GCNG to move forward, free.....	42
6 Recommendations.....	43
6.1 Recommendations to EoS.....	43
6.2 Recommendations to UN GCNG.....	43
Annex 1 Terms of Reference.....	47
Annex 2 Recommendations from Baseline Evaluation report	60
Annex 3 Overview of stakeholders interviewed/met.....	64
Annex 4 List of documentation reviewed	68
Annex 5 Inception report.....	71

Abbreviations and Acronyms

AMCHAM	American Chambers of Commerce
BDO	BDO International/ BDO Global) is an international network of public accounting, tax and advisory firms which perform professional services under the name of BDO. Upon creation in 1973 BDO was the acronym for Binder Dijker Otte & Co
CiDA	Civil Development Agency
CoP	Communication on Progress
CS	Corporate sustainability
CSR	Corporate Social Responsibility
CSRDG	Center for Strategic Research and Development of Georgia
ED	Executive Director
EoS	Embassy of Sweden
EQ	Evaluation Question
EU	European Union
FGD	Focus Group Discussion
GC	Global Compact
GCF	Global Compact Foundation
GCNG	Global Compact Network Georgia
GCO	Global Compact Office (GC head office within the UN HQ in New York City)
GHG	Green House Gases (emissions)
KII	Key Informant Interview
LSDG	Leadership for Sustainable Development in Georgia
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UN GCNG	UN Global Compact Network Georgia
UNRC	UN Resident Coordinator
USAID	United States Agency for International Development
WEP	Women's Empowerment Principles

Preface

This End-term Evaluation of the UN Global Compact Network Georgia (UN GCNG) has been commissioned by the Embassy of Sweden (EoS) in Georgia. The evaluation took place from March to September 2023 with field work carried out during May 2023 and was conducted by:

- Birgitte Jallof, Team leader
- Nino Partskhaladze, Evaluator and National Expert

Katarina Lundblad managed the evaluation process at NIRAS Sweden with colleagues from the evaluation team. Niels Dabelstein provided quality assurance. Tinatin Genebashvili managed the evaluation at the EoS in Georgia.

Acknowledgements

The evaluation team would like to thank all those who participated in the evaluation, particularly the UN GCNG team who were unstinting in giving of their time and insights during the review process and setting up the many interviews and meetings. This report could not have been produced without their collaboration and support.

Executive Summary

Introduction and background

With an aim to enhance multi-stakeholder cooperation and business involvement in the implementation of Agenda 2030 in Georgia, the Embassy of Sweden (EoS) in Tbilisi has supported the UN Global Compact Network Georgia (formerly called Civil Development Agency-CiDA) through the project “Leadership for Sustainable Development in Georgia” (LSDG). This project runs from November 1, 2018, to 31 October 2023 with the total amount of 16 205 000 SEK, making up 60% of the UN GCNG budget for the past two years. The evaluation object is UN Global Compact Network Georgia (UN GCNG) and the evaluation covers the period from November 2018 until the starting date of the evaluation, March 9, 2023.

For over a decade Georgia has consistently ranked high in the World Bank's Ease of Doing Business index, thanks to a range of reforms that have streamlined business registration, property registration, customs procedures, and tax compliance processes. These and other measures have contributed to improving the business environment and the development of a private sector in the country. Amid these positive trends, the concept of Corporate Sustainability (CS) is still in its early stages of development in Georgia, with many businesses and other stakeholders lacking awareness of the importance of sustainable practices and of the ways of achieving it.

In response to the need for Corporate Sustainability awareness-raising to ensure the integration of Corporate Sustainability standards and Sustainable Development Goals (SDGs) into businesses planning documents and operations, the EoS in Tbilisi has supported the UN GCNG. UN GCNG is a non-commercial legal entity established in Georgia that works closely with the United Nations Global Compact Office (GCO) through a signed agreement to advance the UN Global Compact in Georgia. The UN Global Compact (GC) is a special initiative by the UN Secretary General and enjoys the support of the United Nations General Assembly.

The evaluation's data collection, analysis, and findings

The evaluation's findings are in the report presented under the six OECD-DAC evaluation criteria. Whereas the focus of this evaluation is not ‘a project’ but rather ‘an organisation’, the evaluation team has made use of a mixed-methods approach including – aside from extensive both primary and secondary literature review - both qualitative engagements and quantitative. The latter is represented by a questionnaire-based survey, which is brought into play as we share our qualitative findings. We do this despite the relatively low response rate to the survey from all segments approached, mindful of the high margin of error associated with the survey results, as explained in detail in Section 1.6. As however, the quantitative and qualitative information provided coincide, the survey results provide perspective and detail to refine the overall picture.

The qualitative data from our 30 KIIs, form the core of our documentation. They have been enriched by three FGDs ((i) businesses, (ii) Government and (iii) CSO, Media, Academia) and a mixed story-telling workshop. Similarly, the review of the organisation itself has been informed by an all-staff group discussion, by a management review meeting focusing on the baseline evaluation's recommendations, a UN GCNG management and organisational review session as well as data extracted from a Self-Assessment Survey filled-in by UN GCNG.

Coming out of an organisational transition and transformation phase, one of the ToR's separate, specific questions pointed to *'the narrative' of UN GCNG*. The report highlights that UN GCNG by members and users is found to be an excellent, high-quality organisation, made up by committed, reliable, innovative and creative staff members. They are found to be well versed technically, well connected internationally and nationally. During KIIs and in FGDs, the evaluation team was unable to get examples of short-comings or challenges. UN GCNG is considered unique and to be driving an urgent and important agenda.

When the evaluation team referred back to the 'negative issues' widely covered in the (social) media years back, UN GCNG stakeholders met, found those to be unimportant issues of the past. Unfolding these in selected KIIs within the UN system after the field work phase, showed a different picture – seemingly only in this, for UN GCNG important, 'bubble'. Here the past is still very much alive. It is the modest hope of the evaluators, that by addressing and clarifying related issues, this report and process could contribute to closing this void.

Evaluative conclusions – Relevance and Coherence

In terms of relevance, the UN GCNG was through this evaluation found to be a highly relevant way to engage the private sector and to effectively promote responsible and sustainable business conduct. Businesses, government agencies, CSOs and academia stressed that the way of operating was found to be a relevant way to contribute to influence the 2030 Agenda and to take action on the SDGs. UN GCNG was found to be close to perfect in bringing multiple stakeholders together linking organisations with each other and building bridges for effective collaboration towards the fulfilment of the Agenda 2030. The UN GCNG interventions were found to be coherent with other national and sector priorities and of importance for their achievement towards the standards. Similarly, the UN GCNG was also found to be coherent with the Strategy for Sweden's reform cooperation with Eastern Europe for 2021–2027 and the EoS national cooperation priorities found to meet the priorities of importance to Sweden.

Evaluative conclusions – Effectiveness and Efficiency

In terms of effectiveness, the UN GCNG's activities, events and whole approach was found by all stakeholders to contribute importantly to change in behaviours and relationships in the private sector and beyond. In KIIs with business as well as Government, academia and CSO stakeholders, numerous examples were shared as to how UN GCNG's work had brought together different stakeholders – often in multistakeholder partnerships – in support of SDGs. The EoS supported project

“Leadership for Sustainable Development in Georgia” (LSDG) effectively contributed to the intended outcomes, as presented above, just like the UN GCNG’s resources (staff, technical capacities, project design) managed to achieve the outcomes intended by the LSDG project.

In terms of efficiency the UN GCNG was found to be generating important ‘value for resources’. Through the process undergone since the criminal acts by the earlier ED, UN GCNG has become a considerably more robust and efficient organisation. Through the forensic audit and follow-up KPMG audit in 2018, remaining weaknesses have been pointed out and followed-up upon. Subsequent control system assessments have been passed with high scores, which in the view of the evaluators has documented the completion of the transformation process – also from an efficiency point-of-view. As, however, change does not happen overnight, it is good to have met with the board and understood how systematically and thoroughly they work with and support UN GCNG.

Evaluative conclusions – Impact and Sustainability

UN GCNG was by the evaluation, based on our qualitative and quantitative findings, found to be on the path to achieving visible impact in the business, government, academia and media environments in Georgia. It was also found to be important onwards, to direct attention to the regions, while maintaining the momentum in the bigger cities. As highlighted by many informants, new ideas and understandings penetrate slower in the regions. For real, national impact this is found to be important.

In terms of Sustainability UN GCNG was all through the evaluation found to be very high in terms of social sustainability. The services, the supportive role of the organisation and the good people. In the area of organisational sustainability, the organisation was found to have come out importantly strengthened after the in-depth and very resource-intensive process of transformation. Financial Sustainability is an eternal challenge and the evaluation has recognized that the present situation will remain a mix of membership payments and donor support.

Summary Recommendations

Recognizing the important role the Swedish Embassy’s support has had in the UN GCNG transformation process over the past years, the Embassy is recommended to continue to fund the UN GCNG in its work to strengthen and implement its strategic plan, and to support space for a human resource manager in the budget.

The recommendations to the UN GCNG are introduced with recognition of the UN GCNG’s quality, its impressive portfolio and strategic direction as reflected by their stakeholders. The recommendations are presented under six headings:

- ***Consolidate organisational strengthening onwards – as already happening.***
 - The board to continue the work initiated;
 - Prioritize getting a HR manager on board – also to pace workloads;
 - In search of financial solidity, to continue to build on the present momentum to get more paying members and to consider a sustainability definition shared.

- ***Strengthen the role of the Strategic Plan as the Road Map of the organisation.***
 - Agreement with the UN GCNG-team's consideration to extend the time frame.
 - Carry out a light mid-way review of the plan when a HR manager is in place;
 - Adding a 'Theory of Change' to illustrate the interrelation between the strategic goals, the drivers of change and the assumptions;
 - Review engagement areas to match the organisation's desired development;
 - Use strategic plan as a basis for target-setting, monitoring and reporting;
 - Continue to push for strategic plan led budgeting, accounting, and reporting.
- ***Document and monitor your activities with more detail – for learning***
 - Use systematic documentation of results to help the needed prioritisation.
 - Finalise monitoring system, ensure alignment with the global monitoring plans;
 - Build business cases documenting how adoption of standards brings benefits to members;
 - Have success stories available online, like the change stories collected and shared in report.
- ***Communication is at the core of social norms change – so: at the core of UN GCNG***
 - Give communication efforts a critical review in view of the evidence shared in this report.
 - Include the social norms change through indicators in your monitoring plans.
- ***Strengthen the administrative systems for efficiency and effectiveness***
 - To continue to strengthen routines of administration already initiated, ensuring accessible and updated filing systems, the streamlining of databases etc.
- ***Maximise recognition for socio-political advocacy to further advance GC agenda***
 - Through partnership with academia, private sector and government, continue to push for having more of the GC standards integrated into national legislation (with documentation and evidence) to make specific CR and SDG standards, protocols mandatory.
 - Find most effective and cost-effective ways of having a presence in the regions: via partnerships? Different region by region? Important to ensure that also more backward segments of the society get on the GC bandwagon. Background studies needed.

1 Introduction

1.1 BACKGROUND & CONTEXT

With an aim to enhance multi-stakeholder cooperation and business involvement in the implementation of Agenda 2030 in Georgia, the Embassy of Sweden (EoS) in Tbilisi has supported the UN Global Compact Network Georgia (formerly called Civil Development Agency-CiDA) through the project “Leadership for Sustainable Development in Georgia” (LSDG). This project runs from November 1, 2018, to 31 October 2023 with the total amount of 16 205 000 SEK, making up 60% of the UN GCNG budget for the past two years.

The present report presents the end-evaluation of the project, and **the evaluation object is UN Global Compact Network Georgia (UN GCNG)**. The evaluation covers the period from November 2018 until the starting date of the evaluation, March 9, 2023.

The primary users of the evaluation are the UN Global Compact Network Georgia (UN GCNG) and the Embassy of Sweden (EoS) in Tbilisi. The two make up an evaluation steering group, which is the decision-making body for the evaluation. They have agreed on the Terms of Reference (ToR), commented on the evaluation report drafts and taken part in important meetings and the final debriefing/validation workshops of the evaluation. The EoS approves the evaluation report.

1.1.1 The context of the evaluation

For over a decade Georgia has consistently ranked high in the World Bank's Ease of Doing Business index, thanks to a range of reforms that have streamlined business registration, property registration, customs procedures, and tax compliance processes. The government of Georgia has also implemented various tax reforms, liberalised trade policies, established free industrial zones, and supported a range of initiatives for the development of entrepreneurship. These measures have contributed to improving the business environment and the development of a private sector in the country.

Amid these positive trends, the concept of Corporate Sustainability (CS) is still in its early stages of development in Georgia, with many businesses and other stakeholders lacking awareness of the importance of sustainable practices and of the ways of achieving it. The ability to operate in an economically, socially, and environmentally responsible manner can help private sector to overcome some of the pressing challenges and improve sustainable development outcomes.

Some of the challenges faced by the Georgian businesses include access to finance, especially for Small and Medium Enterprises (SMEs), shortage of skilled labour and regional disparities. Companies that adopt sustainable practices are often better positioned to manage and reduce environmental, social, and governance risks and hence the risk of financial losses which helps them improve their creditworthiness and access to finance. Furthermore, Corporate sustainability can contribute to reducing one of the causes of skilled labour shortages, labour outmigration to foreign countries, by improving working conditions and employee benefits, encouraging education and skills

development, supporting local suppliers and businesses, creating local employment opportunities and encouraging community development. These can help overcoming the regional disparities as well.

Corporate sustainability can also contribute to improving prevalent gender disparities in Georgia by integrating a gender perspective in businesses policies and practices. Gender perspective helps companies to recognise the differential impact of their activities on men and women, and it also aids the development of strategies that promote gender equality and women's empowerment.

Lastly, a few of the recent challenges that impacted or are still impacting business operations in Georgia included a) Covid-19 pandemic that slowed down economic activity during 2020 and 2021 and b) the war in Ukraine which created a climate of uncertainty for business operations and planning. A study commissioned by the UN GCNG showed that large-scale companies have been able to better adapt to the pandemic and adjust Corporate Sustainability areas, while the employees of small companies were affected the most.

Georgia is currently subdivided into a total of 69 municipalities of which 5 are self-governing cities, including the nation's capital of Tbilisi. The remaining 64 municipalities consist of multiple urban or rural settlements which are grouped in administrative communities within the municipality. The municipalities outside the two autonomous republics and Tbilisi are grouped, on a provisional basis, into nine regions. While most business, CSO, academic, donor and media activities are centred in Tbilisi, UN GCNG strives to reach further out and ensure that its work programme also reaches in the rest of the country – at first the remaining 4 major self-governing cities.

1.1.2 The UN GCNG project supported by the Embassy of Sweden, in this context

In response to the need for Corporate Sustainability awareness-raising to ensure the integration of Corporate Sustainability standards and Sustainable Development Goals (SDGs) into businesses planning documents and operations, the EoS in Tbilisi has supported the UN GCNG, which until the reorganisation was called Civil Development Agency (CiDA). The EoS support started November 1, 2018, and based on two cost extensions of the Agreement, the collaboration now runs until 31 October 2023 with the total amount of 16 205 000 SEK. The amount spent by the LSDG Project by January 2023 amounts to approximately 13 014 000 SEK. This represents the most significant of several UN GCNG partnerships, contributing financially to the work of the organisation, and has a focus on further consolidation of UN GCNG itself on the one hand, on the other the strengthening of the organisation's work with its stakeholders.

UN GCNG is a non-commercial legal entity established in Georgia that works closely with the United Nations Global Compact Office (GCO) through a signed agreement to advance the UN Global Compact in Georgia.

As for the geographical coverage, even though most of the activities of the project are being implemented in Tbilisi (capital city), the project through initiatives such as SDG Roadshow, awareness raising of regional media and SDG Fair, target the regions of Georgia as well. The objective is to involve more companies from the regions of Georgia in the UN Global Compact platform. At the time of the evaluation, the 163rd member had just signed up with the UN GCNG. The majority of those are businesses. Since the Swedish support to the UN GCNG and until the preparation of the ToR for this evaluation, the membership base has increased by 450% (114 new members).

Furthermore, the UN GCNG chairs the UN Global Compact Regional Network Council for Eastern Europe and Central Asia. This means that it in partnership with the UN Global Compact Office and Regional hub, support implementation of the regional initiatives and the growth of the UNGC presence in the Eastern Europe and Central Asia region. Since February 2023, UN GCNG also co-chairs the Global Network Council, i.e. all 62 networks around the globe, and represent them in the United Nations Global Compact Board (see more in section 2.4.3, ‘UN GCNG and its ED in the World of the Global Compact’).

1.2 THE PURPOSE OF THE EVALUATION

The ToR highlights that the evaluation object is the UN GCNG and that the purpose and intended use of the evaluation is to “provide the Embassy and its partner, UN GCNG, with an input to upcoming discussions concerning the preparation of a new phase of intervention, be it in core or project support arrangement, as well as to follow up on the baseline evaluation”. More specifically, the purpose of the assignment is to:

1. Help UN GCNG to assess its effectiveness and capacities (staff, operations, management, etc) in promotion of corporate sustainability and multi-stakeholder cooperation around SDGs. Provide recommendations on what needs to be improved, changed, or adjusted for further, more successful engagement.
2. Reflect and capture the narrative of the UN GCNG - Corporate Sustainability platform in Georgia. Analysing the feedback from its members and relevant stakeholders, identify shortcomings, challenges, and opportunities for improving the operation of the platform.
3. Stimulate reflection on the results of UN GCNG’s role as a “development facilitator” and partnership broker (business, government, CSOs), bringing together the network around sustainable development.
4. Based on the interviews with the relevant stakeholders such as business, government, media, CSOs and academia, provide recommendations on further engagement needs and opportunities for stimulating Corporate Sustainability, resulting in inclusive economic growth, environmental sustainability, and SDG implementation in Georgia.
5. Generate lessons learned from the working methodology and how multi-stakeholder partnerships of similar character could be formed and implemented in Georgia.

1.3 EVALUATION FOCUS

This evaluation sets out to provide an in-depth assessment of the reorganised and rebranded UN CGNG by evaluating ‘the relevance and effectiveness of UN GCNG, and its work with the private sector in the promotion of Corporate Sustainability and Agenda 2030 among businesses in Georgia, and to formulate recommendations as input to upcoming discussions concerning the preparation of a new phase of the intervention’¹.

¹ See the Terms of Reference in Annex 1

This has been done by reviewing the way in which the UN GCNG has – or not – followed-up on the recommendations emerging from the baseline evaluation: “Evaluation of Civil Development Agency (CiDA) and its Corporate Sustainability Platforms” (2020) (see Annex 2), and the resulting new ‘Global Compact Network Georgia Strategy 2023-2025’. Furthermore, the current evaluation has assessed the everyday implementation of the UN GCNG Strategy, the focus and engagements of the organisation, and it has analysed how the new organisation is suited and likely to achieve its goals and priority measures. The resulting conclusions and recommendations have all fed into the evaluation’s purpose, to provide EoS and its partner UN GCNG with documentation and recommendations towards the decision of whether and how to extend the collaboration after the expiry of the present funding agreement.

1.3.1 UN GCNG – a re-branded organisation taking shape

Based on the recommendations in the ‘Evaluation of CiDA and its Social Responsibility Platforms’ (2020), UN GCNG rebranded and reorganised itself and has changed its name from CiDA to UN GCNG.

The **vision** of UN GCNG is to improve the quality of life of people in Georgia.

The **mission** of UN GCNG is to create a progressive future by stimulating sustainable approaches and engaging businesses.

To make this happen, UN GCNG supports stakeholders to:

- a) Do business responsibly by aligning their strategies and operations with the Ten Principles of the UN Global Compact on human rights, labour, environment, and anti-corruption, and;
- b) Take strategic actions to advance broader societal goals, such as the UN SDGs, with an emphasis on collaboration and innovation.

The **objectives** of UN GCNG are to:

- a) Promote the Ten Principles of the United Nations Global Compact in the areas of human rights, labour, environment and anti-corruption;
- b) Mobilise business in support of the Sustainable Development Goals;
- c) Deliver local programming aligned with the UN Global Compact strategy for UN Global Compact participants in Georgia;
- d) Promote sustainable practices among local organisations;
- e) Contribute to the growth of the UN Global Compact initiative;
- f) Influence national policies on corporate sustainability;
- g) Facilitate multi-sectoral partnerships for the achievement of the 2030 Agenda;
- h) Manage and protect the integrity of the UN Global Compact initiative; and
- i) Align with “The UN Global Compact Way - Values and Behaviours Model” and the Local Network Quality Standards.

UN GNCG aims to achieve the above stated mission by following measures:

- a) Promote education and raise awareness on sustainability;
- b) Provide in-depth support to participant organisations on corporate sustainability;
- c) Facilitate partnerships;
- d) Promote corporate sustainability at the national policy level;
- e) Recognise leadership in sustainability.

1.4 EVALUATION APPROACH AND METHODOLOGY

The evaluation has been centrally guided by eleven evaluation questions (EQs) as stated in the Terms of Reference, related to the criteria of relevance and effectiveness. These were in the Inception Report by the evaluators enriched by additional questions to also cover the ToR's questions in terms of coherence, efficiency, impact and sustainability. These EQs have been used as one of the structuring principles in chapter 3, presenting the evaluation's findings.

A mixed-methods approach has been employed. In our analysis, we have assessed emerging results, linking the contribution represented by UN GCNG's activities and outputs with the changes being introduced towards the organisation's formulated goals. Towards this end we have used an extensive desk review, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), a story-telling workshop and observation.

Apart from these qualitative approaches, securing first-hand information and perspectives from different stakeholders, the evaluation team have through a questionnaire-based survey secured key quantitative information. The evaluation has used a limited sampling frame for the survey, restricting the collection of beneficiary names of the last two years of UN GCNG's operations. The sampling frame has included all beneficiaries for the main programmes of GCNG, except for workshops, trainings, and conferences. For these events, the sampling frame has included only the stakeholder lists from 5-7 events. By doing so, we have aimed to balance the need for an accurate representation of the target population with practical considerations related to data collection. A resulting total of 596 UN GCNG members, users and other stakeholders received our questionnaires, to which we received 68 responses (11%). We find that this is a low response rate (anything below 15% might ideally not be considered). As, however, our other sources of information corroborate the survey results, and the surveys provide some nuances we find of interest, we have decided to use the survey results as additional examples (see more in 1.6).

With this combined range of data sources and evidence, we have had a solid base for triangulating the emerging findings and related analysis.

The evaluation has had a participatory and utilitarian-focused approach and has invited to a continuous open and transparent dialogue between the Embassy of Sweden in Tbilisi, UN GCNG and the evaluators to enhance the utility of findings and recommendations for end users. Regular meetings with UN GCNG were held throughout the evaluation process, the field work included ongoing feed-back sessions, and a debriefing workshop was held at the end of the data collection in Tbilisi with UN GCNG and the EoS.

In the field, the evaluation team has ensured participation by all UN GCNG staff members, board representatives and the wide and representative variety of key stakeholders recommended in the ToR's as well as an additional round of interviews

with donor and UN representatives. This, for the evaluation to give different categories of stakeholders a voice towards the outlined evaluation purpose and objective while concurrently triangulating findings. Furthermore, an extensive survey was formulated in a close inter-active process between the evaluators and the UN GCNG management team. This will, in the below, provide one more layer of information contributing to this triangulation.

Gender Responsive Approach - To ensure that the evaluation has been gender-responsive, the team ensured a gender-balanced representation of stakeholder groups invited to take part in the evaluation process to the extent this was possible. Frequently, the women outnumbered the men, due to the composition of UN GCNG users and stakeholders. It was not possible to remedy this situation without challenging other important selection criteria.

In addition, the evaluation team has ensured in all interviews and group conversations to include explicit questions related to gender equality issues, outcomes, and normative values, including discussions on how the UN GCNG promotes (or not) a gender transformative approach. The data analysis, conclusions and recommendations include explicit analysis related to gender equality outcomes stemming from the UN GCNG work as well as identify any related gaps.

1.5 THE EVALUATION PROCESS

During the Inception Phase, the evaluation team further developed the methodology, refined criteria for selecting the stakeholders to interview, and developed the data collection tools in a participatory process involving especially the EoS and UN GCNG. Tools used to gather data include interview guide-based interviews, focus group discussions, a story-telling workshop along with on-site and social observation as well as regular feed-back sessions with the evaluation steering group, made up by EoS and UN GCNG's Executive Director and Senior Manager for projects and fundraising.

The evaluation team has reviewed an extensive range of documents (project documents, strategies, reviews, reports, studies, training assessments, M&E documentation, etc.) from UN GCNG and EoS/Sida. The secondary data reviewed has, where possible, been triangulated with the qualitative field data collected by the evaluation team.

The field work took place May 17-25 and was carried out in Tbilisi. Stakeholders unable to meet in person and those from outside of Tbilisi were interviewed by Zoom, just like a range of Zoom-based interviews with the donor and UN community were carried out after the field work period. UN GCNG provided essential support in identifying relevant stakeholders to interview, to share the questionnaire-based survey with and setting up the programme in general. People met were generally open and accommodating, sharing their experience with and views of UN GCNG's staff, work and events.

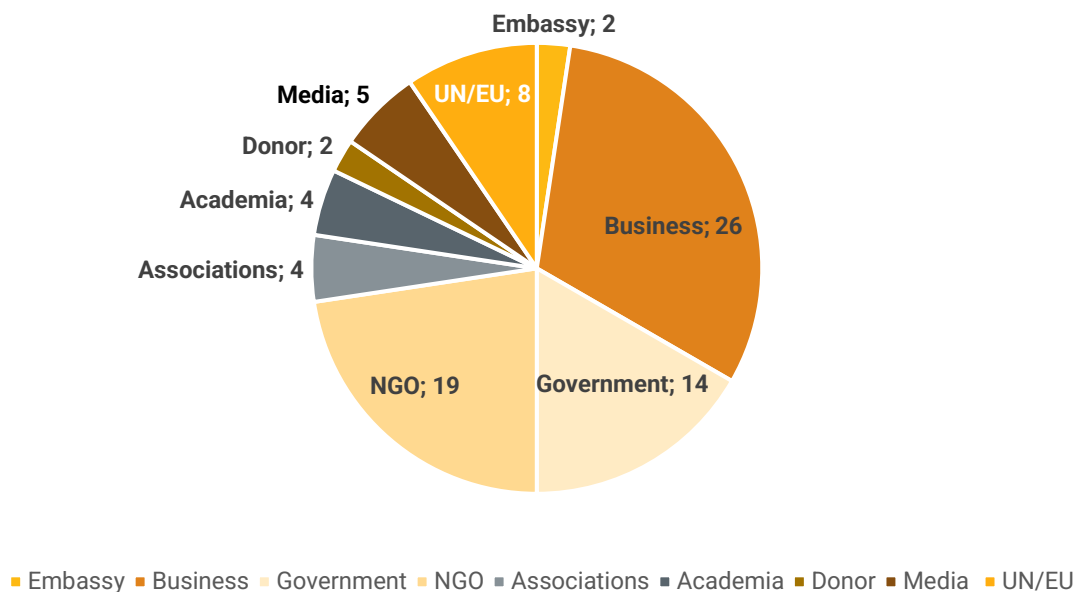


Figure 1 Type and number of stakeholders met

Three focus group discussions were undertaken, one of these were conducted through Zoom Interviews with a range of private sector companies of varying sizes, relevant Government representatives and state agencies, CSOs, academia and media. Furthermore, interviews were carried out with the EoS, UN GCNG staff, and with UN Global Compact partners based elsewhere. The categories of interviewees were purposefully selected, and figure 1 presents an overview of type and stakeholders met. A more detailed overview can be found in Annex 3.

The NIRAS team consulted all the above-mentioned UN GCNG stakeholders partly through field work in-person or via Zoom. Other specificities about the field of persons met and interviewed are the following:

- Private businesses make up the by far biggest segment of stakeholders met/interviewed, with 26 persons: $\pm 1/3$ more than the 16 Government/state agency representatives; with NGO/CSOs interviewed making up 6 persons met when subtracting the UN GCNG team, the majority, 13, of the NGO persons in our overview.
- Of the 26 businesses met, 21 are members of UN GCNG, i.e. more than 80%.
- 14, more than $2/3$ out of the 23 businesses interviewed were big (over 250 employees or over 60m GEL annual turnover)
- Joining the Embassy of Sweden, donors and UN/EU agencies, they make up 12, i.e. 14%².
- Of the total 84 persons met/interviewed, 19 were men, i.e. a bit less than a fifth.

² This relatively high percentage can be explained by the interest emerging during the evaluation to (i) assess the financial sustainability options and (ii) the relation between UN GCNG and the UN system in Georgia.

For the quantitative part of the evaluation, a questionnaire-based survey was conducted, targeting UN GCNG stakeholders. A total of 596 stakeholders were approached through email invitations to participate in the survey. The composition is seen in the following table:

Representative of:	# Invited:	# Respondents	Response rate:	Margin of Error ³	Female	Male
Businesses	353	27	8%	18%	26 (96%)	1 (4%)
Government	59	10	17%	28%	8 (80%)	2 (20%)
CSO, media, academia	184	31	17%	16%	26 (84%)	5 (18%)
Total	596	68	11%	11%	60 (88%)	8 (12%)

Table 1 Survey statistics and respondent demographics summary

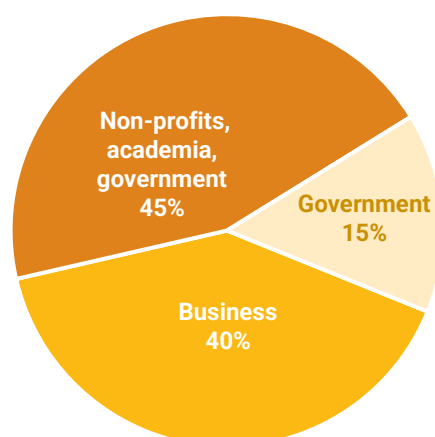


Figure 2 Distribution of survey respondents by the type of institution

See our reflections about the limited response-rate hereunder in section 1.6.

1.6 LIMITATIONS

Given the scope and the limited timeframe of the evaluation, the field work was only carried out in-person in Tbilisi. The evaluation team gave priority to gaining the perspectives of different groups of stakeholders representing the UN GCNG primary target groups based there. Furthermore, the team covered some representatives in the regions online and by including bigger businesses with business activities also outside of Tbilisi. Finally, the evaluators secured inclusion of regional perspectives in FGDs and interviews.

In terms of the extensive survey carried out, geared to different core target groups of the evaluation (see section immediately above) we did meet the challenge which we already highlighted the possibility of in the Inception Report. We wrote: “Surveys are challenged – along with other online data collection tools – as they have been over-

³ Please note that 95% confidence level is taken for the analysis

used during the Corona-period. Mindful of this survey-fatigue, we still want to do our utmost to incorporate this data into our evidence base to ensure a solid foundation to answer the purpose, objectives, and questions of this evaluation.”

Despite the fact that we did manage to get the surveys disseminated between public holidays and the summer holiday period ***and*** sent out repeated reminders, an 8% response rate from businesses has called for a consideration whether to include the findings as evidence or not.

The table displaying the margin of errors, provided above, demonstrates a significant margin of error, indicating that the survey may not yield precise or definitive insights. However, since the survey results align with our other sources of information and offer additional nuanced perspectives of interest, we have decided to utilise them with the aforementioned reservation.

It is furthermore important to note that the respondents for the qualitative data collection were selected according to the criteria provided to UN GCNG.

2 The Evaluated Intervention

2.1 THE UN GLOBAL COMPACT

The UN Global Compact (GC) is a special initiative by the UN Secretary General and enjoys the support of the United Nations General Assembly. UN GC has additionally been recognised in a number of other inter-governmental contexts, including by the G8⁴. In December 2018, the UN General Assembly renewed the mandate of the Global Compact Office and the UN office that supports the initiative in its Resolution "Towards global partnerships: A principle-based approach to enhanced cooperation between the United Nations and all relevant partners"⁵

Among other things, this Resolution recognises “the vital role the UN Global Compact Office continues to play with regard to strengthening the capacity of the United Nations to partner strategically with the private sector.” It states that the Global Compact’s activities are “in accordance with its General Assembly mandate to advance United Nations values and responsible business practices within the United Nations system and among the global business community”.

Seeing the number of public-private partnerships globally, UN Member States welcome efforts by all relevant partners, including the private sector, to engage in development and recognise the critical role the private sector plays in the realisation of the internationally agreed SDGs. Special emphasis is therefore also on promoting a gender perspective in global partnerships, and welcomes the Women’s Empowerment Principles, requesting Global Compact Local Networks to promote them widely.

2.1.1 Engage Locally

On the ground, companies face unique challenges to operating responsibly and have different opportunities to make a positive impact. Companies with operations and supply chains extending around the world need to understand locations far from headquarters and view sustainability through a local lens. Therefore 62 countries have established ‘Global Compact Local Networks’ to advance the initiative and its Ten Principles⁶ at the country level. While Local Networks are independent, self-governed and self-managed entities, they work closely with the UN Global Compact in New

⁴ Presentation among others informed by: <https://unglobalcompact.org/about/government-recognition>

⁵ A/RES/73/254

⁶ <https://unglobalcompact.org/what-is-gc/mission/principles>

York and act as a point of contact for UN Global Compact signatories in a country, participating in Global Compact Network multi-stakeholder convenings including policy dialogues; GC Network Working Groups; and promoting and incorporating accountability measures to report on progress made towards implementing the SDGs within companies. Figure 3 provides an overview of the Global Compact organisation with the key stakeholders in the left-hand column, events to the right, and the key responsible organs presented in the middle (see later about the Georgian network).

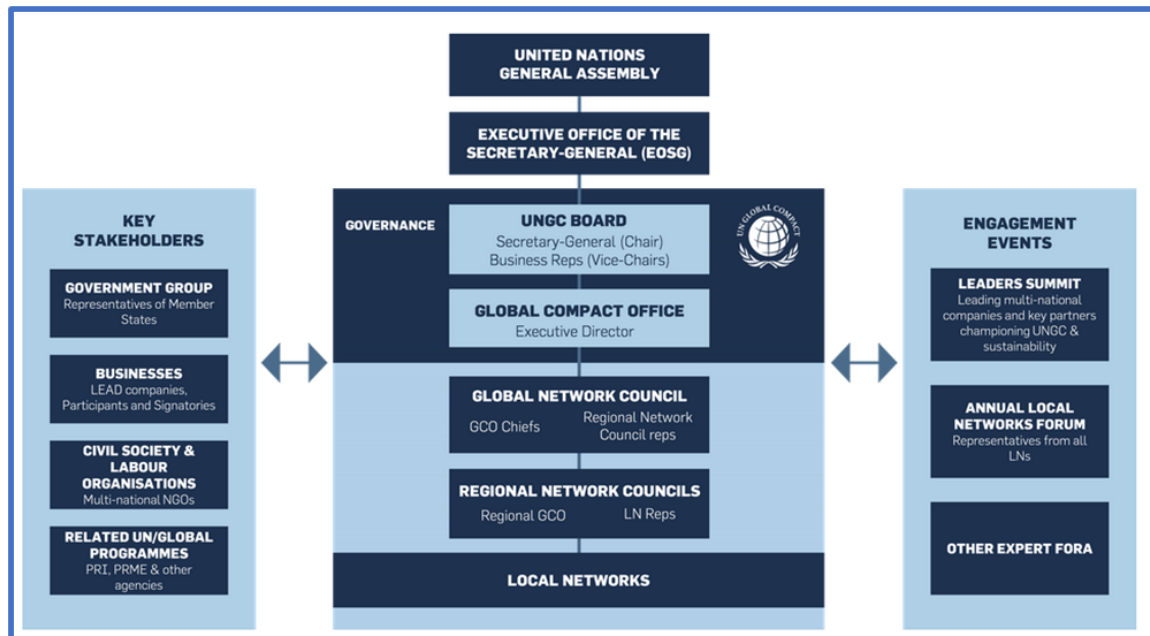


Figure 3 Global Compact organigramme

2.2 UN GLOBAL COMPACT NETWORK GEORGIA

UN Global Compact Network Georgia (UN GCNG) is a local branch of the UN Global Compact platform. The Georgian Network aims to create a progressive future through the stimulation of sustainable approaches and business involvement; to promote the UN Global Compact's Ten Principles and contribute to the implementation of sustainable development goals.

UN GCNG is a non-commercial legal entity established in Georgia, that works closely with the United Nations Global Compact Office (GCO) through a signed agreement to advance the UN Global Compact and its principles at country level. To make this happen, UN GCNG supports stakeholders to:

- Do business responsibly by aligning strategies and operations with the Ten Principles of the UN Global Compact on human rights, labour, environment, and anti-corruption, and
- Take strategic actions to advance broader societal goals, such as the UN SDGs, with an emphasis on collaboration and innovation.

The vision of UN GCNG is to improve the quality of life of people in Georgia. To achieve this, the organisation engages with its key stakeholder through education and awareness raising on sustainability; in-depth support to participant organisations on

corporate sustainability; facilitate partnerships; promote corporate sustainability on the national policy level; and recognise leadership in sustainability.

According to the UN GCNG 2023-2025 Strategy, the Lead and Shape Areas of the organisation include:

- Business & Human Rights framework, Responsibility to Respect, Due Diligence approach.
- Gender Equality and Women's Economic Empowerment.
- Promoting decent work in accordance with the ILO standards.
- Efficient stakeholder management and partnership facilitation.
- Promotion of sustainable waste management, and circular economy, including through the advancement of extended producer responsibility (EPR).
- Fighting Climate Change through the reduction of GHG (Greenhouse gas) emissions.
- Promoting business integrity and anti-corruption through compliance measures and strengthening governance for sustainability.

2.2.1 The background and history of UN GCNG until 2020

UN GCNG was registered as a non-commercial legal entity August 13, 2002, under the name of CiDA: Civil Development Agency. At that time, it was a regional CSO established in Rustavi, Georgia. Its mission was to promote and implement the Social and economic rights of Georgian citizens by providing direct services, as well as by addressing the problems of interested groups through developing their networking capabilities and opportunities. CiDA launched the CSR Club in May 2015 and became Secretariat of the UN GCNG in February 2016.

While CiDA was based in Rustavi, the CSR club with a business, human rights and corporate sustainability focus was where the present ED (Executive Director) of UN GCNG started to work in Tbilisi, when she returned to Georgia from studies. In February 2016 CiDA became a Secretariat for the Global Compact Network Georgia, managing a network of businesses, and fundraising to expand the work. As the lead on the CSR clubs, later GCNG, the present ED was Corporate Responsibility Direction Manager and a country manager for the UN GCNG initiative.

Coming out of a period of organisational turmoil and misconduct by its ED then, CiDA has since the beginning of March 2018, when he left the organisation and the unravelling of the malpractices began, worked to document and rectify these occurrences of the past, while building the future. On January 1st, 2023, UN GCNG signed agreements between GCO and UN GCNG and between Global Compact Foundation and the UN GCNG, and can as such only be seen to be fully vetted and internationally recognized.

Between March 2018 and January 1st 2023, the five years have been used to transform what was and to build up new, in order to become a fully compliant part of the Global Compact work globally and nationally. This has included intensive financial and

organisational audits (passed in flying colours), reconstruction of the organisation including new statutes, new staff, a new board, and a new strategic plan. To the evaluators, this would seem to conclude the past and open for a new GC era in Georgia. The evaluators have presented a separate analysis and set of recommendations to the EoS and UN GCNG on this reconstruction and transformation phase.

2.3 THE UN GCNG OPERATION

UN GCNG is an organisation working to implement its recently developed and agreed strategic plan⁷, and it does so within the framework of the UN Global Compact framework (see the organigramme figure 2 above). The organisation in May 2023 signed up its 163rd member and operates with its close to 20 employees⁸ to reach the set objectives and to meet its mission:

“Creating a progressive future by stimulating sustainable approaches and engaging businesses. Promoting Ten Principles of the UN Global Compact and contributing to the implementation of the Sustainable Development Goals in Georgia.”

At the time of the evaluation field work, the UN GCNG team was constituted much like the organigramme presented in the strategic plan (see hereunder) with an important change taking place on July 1, 2023, where a senior UN GCNG staff became Deputy Director of the organisation, thereby strengthening the leadership, where the present ED has been – formally – at the helm by herself since May 2018. In reality, an organisation like the UN GCNG can only manage the wealth of activities by working together as a team. As the GCNG team said at the opening management review meeting kick-starting the evaluation field work in May 2023:

“The organigramme shows you how we are formally organised: each of us has our specific tasks - but whenever there is an event, everyone chips in, and everyone is doing everything. The staff is governed by each person’s job description, but we assist each other to achieve the goals we set together. That is why we are successful. We never consider a job or a challenge individually. We look at it as a challenge of the whole organisation.”

⁷ UN Global Compact Network Georgia STRATEGY 2023-2025, Tbilisi, 2023

⁸ <https://unglobalcompact.ge/en/our-team/employees-en/>

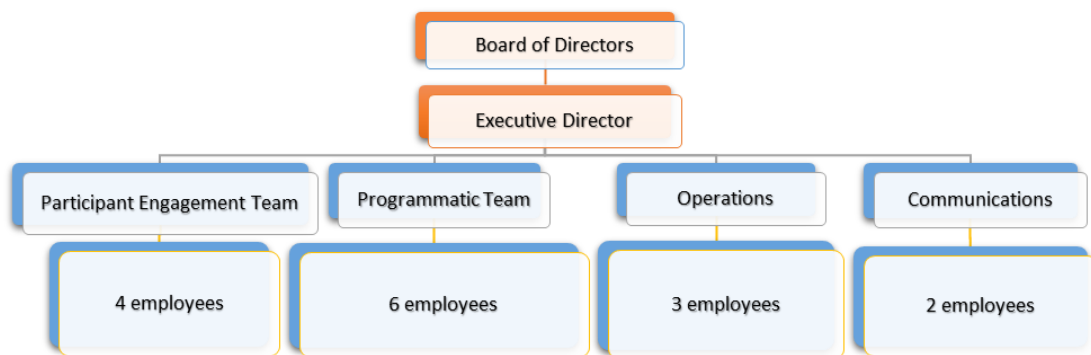


Figure 4 UN GCNG Organigramme

As mentioned above, besides from the Executive Director, a new Deputy Director was onboarding after the field work of this evaluation. Returning from Brussels, where she had worked for UN GCNG with sustainability and partnerships, she furthermore brings her earlier experience from the Ministry of Foreign Affairs and the Parliament to the UN GCNG. As the team highlighted in our group interview: you recruit a person **and** their networks.

The UN GCNG is organised in four teams: Participant engagement, Programme, Operations and Communication.

Participant engagement team: has 4 members and the core function is recruitment and retention of potential members from private businesses and CSOs, maintaining an overview of potential new members, identifying young leaders as prospects. UN GCNG has grown considerably (450% during the period covered by the Swedish funding and up for this evaluation Nov 2018-Mar 2023), and to make this happen requires constant attention. This unit is also involved in events, doing the outreach, ensuring the engagement by members.

Programmatic team: has 6 members and the core functions are to organise from A-Z events, donor relations and outreach to the diplomatic corps. Furthermore, they manage the many projects UN GCNG has with among others the Embassy of Sweden. Project management takes a lot of time, integrating also monitoring and evaluation, presently undertaken on a project-by-project basis. Project management is handled by the most suitable staff member based on past experience and networks.

UN GCNG staff members come with varied backgrounds and when specific specialist experience is needed temporarily which is not at hand internally, UN GCNG recruits and invests in consultants. These short-term team members make up a network of specialists around UN GCNG, covering the many different fields in which UN GCNG engages.

At the time of the evaluation, the programmatic team was active evaluating how to best continue the successful beginning of the UN GCNG sustainability academy. Earlier hopes that the academy could bring income to the UN GCNG had proven unrealistic.

Operations: this unit had an Accountant and Senior Finance Manager in place, as well as the UN GCNG's Administrative Manager. Besides from managing the many administrative functions including procurement for all the organisation's many events and other activities, HR administration was also a part of her work. UN GCNG is presently planning to recruit a HR manager, who will take over most both practical and

managerial HR functions. This will ensure more time available for much needed administrative functions including a process to update and simplify procedures, as recommended by a recent audit and agreed by the new board, engaging in this process.

Communications: counts two persons: one is charged with Strategic Communications, and will among others take over the Spotlight magazine, and a SoMe specialist and Digital Media Manager. With the new strategic communications manager in place, the communication strategy, which has in the past largely been implemented on a project-by-project basis, will be reviewed.

2.3.1 UN GCNG – as a workplace

Opening the evaluation field work, the evaluation team spent the first afternoon with the UN GCNG team. In the group discussion the team highlighted the excitement they felt working in an organisation with an open work atmosphere, building on trust. It was stressed, that because all had a very high level of information about what was happening, and all knew their own role in the organisation, it was possible to get the high volume of activities to unfold. The team members talked about a very steep learning curve when joining and how empowered and motivated they feel, engaging in an environment, where they meet satisfied and grateful members and other stakeholders. It was also highlighted as motivation that they, UN GCNG, in 2022 had had over 1000 participants attending programmes and events with 70% women: “We talk with our stakeholders on a daily basis, make calls, invite them - connecting civil society and business, business and government and so on. It is so inspiring to see this all work.”

In terms of challenges, the team highlighted the lack of sufficient human resources - and funding. “We have grown, and many have joined recently, but of course it does represent some challenges - at the same time as it brings opportunities. The high workload it is not easy to avoid, but we are working to address this.”

It was also mentioned that the team works in partnership with some UN agencies, but that from the UN country team as such, there is still ongoing opposition and resistance towards UN GCNG. “We consider ourselves as part of the UN initiative, and it is heartbreaking to say that it is not working well. This is not beneficial to any parties. Unfortunately, it is like this, and it is quite hard.”

Moving in and out of the UN GCNG workplace for the duration of the field work as we, the evaluators, were, we could observe the intense, friendly and calm work atmosphere in the shared workspace, that the UN GCNG occupies downtown Tbilisi, Here they have access to shared meeting rooms of different sizes, a bigger hall for events and a cozy big-city café for relaxed meetings with partners passing by.

2.3.2 A new board in place for UN GCNG – transformed and working

To conclude the transformation process of CiDA to become a fully functional UN GCNG, the eight Directors in the GCNG Board were on November 10, 2022, informed that their election had been reconfirmed by the organisation’s General Assembly. Of the eight board members, four were also on the board of CiDA.

The eight board members bring considerable professional experience to the UN GCNG as Presidents, CEOs, EDs and Managing Directors and Partners of their companies.

Furthermore, the direct colleague from GCO has an observer and advisory role in the new Board, and the present ED is an *ex officio* member.

The role of the board is clearly laid out in the 2022 statutes, and the new board is very active. According to the statutes, the board needs to meet four times a year, but the new board has met many more times including two retreats during the first four months of 2023. The two board members (one of whom, the chair of the board) met by the evaluation team stressed that the board is made up by senior executives with significant management and leadership experience. This, they put to use when supporting, sparring with the UN GCNG management.

The two board members stressed that when joining the board, they were aware that the organisation did not have such a good reputation - in some circles. This is why they work intensely to support the conclusion of the transformation process. This becomes easier, the more they know the organisation, which is also why they work so intensely now. They said that as they work to strengthen the organisation, “The present ED and her team are strong. Their vision is bright, and UN GCNG is a shining star – it needs to rise!”

2.3.3 UN GCNG and its ED in the World of the Global Compact

UN GCNG and its ED have gained important recognition and influence in the world of the Global Compact. Using a part of the Global Compact organisational overview, the ED’s position can be clearly demonstrated in the figure below:

- Starting from the bottom, the UN GCNG ED heads the Local Network of Georgia,
- As ED the present ED is a born member of the Regional Council for Eastern Europe.
- The Regional Council (RC) has elected her Chair of the EE RC. In this function she becomes the EE RC’s representative in the Global Network Council.
- The Global Network Council has elected the present ED their representative on the UNGC board.
- As a member of the UNGC board, the present ED twice a year is in board meetings with among others UN’s Secretary General Guterrez and the Global Compact Executive Director.

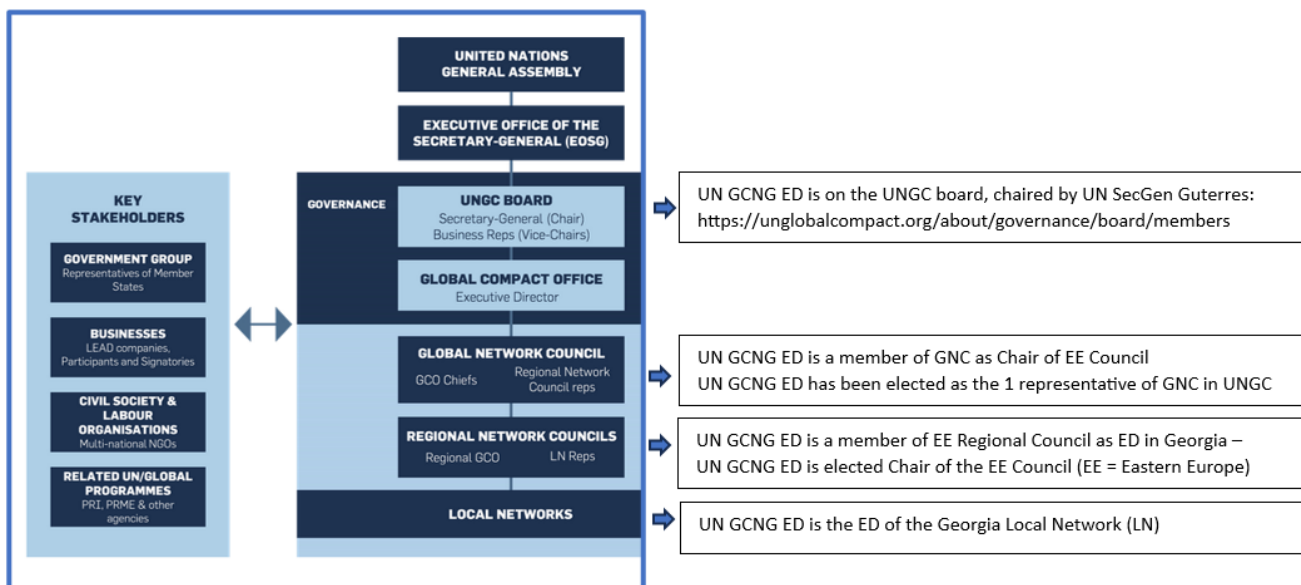


Figure 5 The Present ED'S roles in the UN Global Compact

3 Findings

This chapter presents the evaluation's findings under each of the six OECD-DAC evaluation criteria. The evaluation questions unfolded in the Inception Report are used as an organising principle. Whereas the focus of this evaluation is not '*a project*' but rather '*an organisation*', the evaluation team has made use of a mixed-methods approach including – aside from extensive both primary and secondary literature review - both qualitative engagements and quantitative. The latter is represented by the questionnaire-based survey⁹, which will be brought into play as we share our qualitative findings. We do this while being mindful of the high margin of error associated with the survey results, as explained in detail in Section 1.6.

The qualitative data from our 30 KIIs, form the core of our documentation. They have been enriched by three FGDs ((i) businesses, (ii) Government and (iii) CSO, Media, Academia) and a mixed story-telling workshop to add further perspectives to our core findings. Similarly, the review of the organisation itself has been informed by an all-staff group discussion, by a management review of the baseline evaluation's recommendations, a UN GCNG management and organisational review session as well as data extracted from a Self-Assessment Survey filled-in by UN GCNG ¹⁰.

The 'narrative' of UN GCNG

Coming out of an organisational transition and transformation phase, one of the ToR's separate, specific questions pointed to 'the narrative' of UN GCNG. Having kept this in mind all along, the evaluation team will reflect on this as we move forward in the report but can already here highlight that UN GCNG by members and users is found to be an excellent, high-quality organisation, made up by committed, reliable, innovative and creative staff members. They are found to be well versed technically, well connected internationally and nationally, and always ready to find good, workable solutions to challenges encountered. Partners are on 'first name' with the staff, respectfully. During KIIs and in FGDs, the evaluation team was unable to get examples of short-comings or challenges. UN GCNG is considered unique and to be driving an urgent and important agenda. Foreign to the country as the CR and SDG agendas were, UN GCNG is seen to have broken new ground and effectively setting the agenda.

When the evaluation team referred back to the 'negative issues' widely covered in the (social) media years back, UN GCNG stakeholders met, found those to be unimportant issues of the past. Unfolding these in selected KIIs within the UN system after the field work phase, showed a different picture – seemingly only in this, for UN GCNG important, 'bubble'. Here the past is still very much alive. It is the modest hope of the evaluators, that by addressing and clarifying related issues, this report and process could contribute to closing this void.

⁹ The questionnaires were shared with 596 UN GCNG members, users and other stakeholders from where the 68 responses received (11%) is less than we had hoped for but enough to take indications from

¹⁰ The UN GCNG team was by the evaluators asked to fill in the survey. It is found as an annex to the Inception Report, page 174

3.1 RELEVANCE: IS THE INTERVENTION DOING THE RIGHT THING?

EQ1: To what extent are the UN GCGN's mission, objectives, strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation?

To influence the 2030 agenda, the UN GCNG is found to be unique and well placed. Furthermore, all private sector stakeholders met in KIIs as well as in FGDs, stress that the UN GCNG objectives and approaches are highly relevant for them, as a means to achieve 2030 agenda implementation.

Best features of UN GCNG programmes and events

Given the high margin of error in our survey, we acknowledge its limitations but still find value in utilising the collected responses. Therefore, we kindly request that you keep this in mind as you continue reading.

Among the surveyed private sector participants, several features of UN GCNG events/programmes stood out as particularly well-received. The highest-ranking feature, with 74% of respondents favouring it, was sharing experiences. This indicates that the opportunity to exchange knowledge, challenges, and successes was highly valued by the participants. Networking opportunity also garnered significant praise, with 67% of respondents considering it one of the best features. Opportunities to form partnerships and access shared resources were also highly regarded, receiving positive responses from 63% and 59% of participants, respectively.

On the other hand, some features received lower percentages of positive feedback. Practical advice was selected as the best feature by 22% of respondents, indicating that while appreciated, it was not as universally favoured as other aspects. Similarly, safe place for discussions and facilitated sessions were favoured by 30% and 33% of respondents, respectively, suggesting that they were still considered beneficial but ranked lower compared to other features. Lastly, getting acknowledgement, hands-on exercises, and advocacy opportunities were found to be the least favoured features, with only 19%, 19%, and 19% of respondents selecting them as the best, respectively.

Features	%
Sharing experiences	74%
Networking opportunity	67%
Opportunities to form partnerships	63%
Shared resources	59%
Quality of experts/staff members	48%
Opportunity to participate in international events	48%
Access to best practices	41%
Facilitated sessions/discussions	33%
Safe place for discussions	30%
Adequate duration of events	26%
Practical advice	22%
Hands-on exercises	19%
Advocacy opportunity	19%
Getting acknowledgement/recognition	19%

Table 2 Preferred Features of UN GCNG Events/Programmes* (Multiple Responses Allowed)

It is also possible that the lower percentages for certain features, such as practical advice, opportunity to participate in international events, and getting recognition, could be attributed to some respondents not having had the chance to experience those specific aspects rather than indicating a lack of appreciation for them. It is important to acknowledge that individual circumstances and experiences may vary, and these percentages reflect the preferences of the surveyed participants based on their own encounters with UN GCNG events/programmes.

EQ2: To what extent is the UN GCNG’s previous experience relevant for its partners from the private sector in engaging them to take action for the SDGs

Even though CiDA had a different mission, all the projects that were implemented after the start of the LSDG (Nov. 2018) were aligned with the UN GCNG mission and objectives. The transformation of the organisation began early 2019 with the final steps in November 2022. UN GCNG was by informants found to be relevant due to the capacity of the individual UN GCNG employees and the capacity-mix they as a team represent.

EQ3: To what extent are UN GCNG’s existing capacities relevant for its activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia?

Actions undertaken by UN GNGC are considered highly relevant as they set the tone, create a productive and fertile environment for own and collective/shared action towards Agenda 2030. UN GCNG’s existing individual, personal capacities are found to be highly relevant and much appreciated by partners and stakeholders in general as conducive for fostering productive collaborations and cross-fertilisation between public, private and civil society.

EQ4: To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours?

Based on the three core values of the United Nations — Integrity, Professionalism and Respect for Diversity — each unfolded to make a total nine values and behaviours were agreed upon to serve as the guiding spirit for the UNGC way. They are presented in



this model:

Integrity: ‘be open and transparent; take responsibility and ‘Do what you say’;

Diversity: Listen and amplify; Give and take honest feedback; and help others succeed;

Professionalism: Aim for excellence; tackle the hard stuff; and try new things and innovate.

With the words of our informants, we can only say that UN GCNG is in alignment with these values and behaviours to a great extent.

EQ5: To what extent is the UN GCNG following Local Network Quality Standards?

The Local Network (LN) Quality Standards have been cautiously integrated into all of the new documents and processes, guiding the work of the UN GCNG. The evaluation team has made a number of checks of the coherence between the standards and the UN GCNG frameworks. Besides from having worked intensely to make this happen from within the UN GCNG own team, the GCO Senior Regional Manager has provided GCO support to ensure that this all has come in place.

3.2 COHERENCE: HOW WELL DOES THE INTERVENTION FIT?

EQ6: How well does the intervention fit with other interventions in the country?

The evaluation met a very internationally geared Georgian business sector in a dynamic EU accession mode. KIIs with Government, private sector and academic institutions highlighted in which ways each worked to institutionally be ready to match the requirements. The importance of meeting international standards also in the area of CR and in as many of the 17 SDGs as possible, was often highlighted. In that sense the UN GCNG was found to be very both relevant to and coherent with needs and interests of the stakeholders in Georgia.

Through KIIs and FGDs the profile, services and activities of the UN GCNG were reflected upon as bringing added value effectively. While it was described as unique – no other comparable interventions were mentioned – it was found to work effectively with relevant entities and systems both nationally and internationally. Stakeholders found UN GCNG’s collaboration and coherence to be of major importance.

Coherence between UN GCNG and the Swedish development strategies

UN GCNG is highly relevant to and coherent with the Strategy for Sweden’s reform cooperation with Eastern Europe for 2021–2027 and directly resonates to the following strategic objectives:

- Human rights, democracy, the rule of law and gender equality
- Environmentally and climate-resilient sustainable development and sustainable use of natural resources.
- Inclusive economic development
- Improved opportunities for productive employment and decent work
- Improved livelihood opportunities for groups excluded or discriminated against
- Strengthened conditions for free, fair and sustainable trade.

3.3 EFFECTIVENESS: IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?

Within the UN GCNG's 5 strategic goal areas, the organisation has identified 20 objectives to achieve those. To make the evaluation of the effectiveness manageable, the evaluation team will consider each of the strategic goal areas as relevant, following the agreed EQs, one by one, thus, reflecting upon the degree of achievement of the objectives and any special observations arising.

To start out, the survey's ratings of UN GCNG programmes and events shared by the private business stakeholders are presented hereunder. They are overwhelmingly positive, with several programmes and events receiving perfect ratings of 10 from all participants. Representing different strategic goal areas, they include the UN GCNG Annual Assembly, public-private dialogue, masterclasses with international experts, and global programmes/events such as SDG Pioneers and Leaders' Summit. These ratings indicate unanimous satisfaction and strong recognition of the exceptional quality, value, and impact of these programmes and events. Equally high ratings of 9 and 10 received many other programmes and events, and only a few percentages of participants rated five programmes/events with an average rating of 5 through 7.

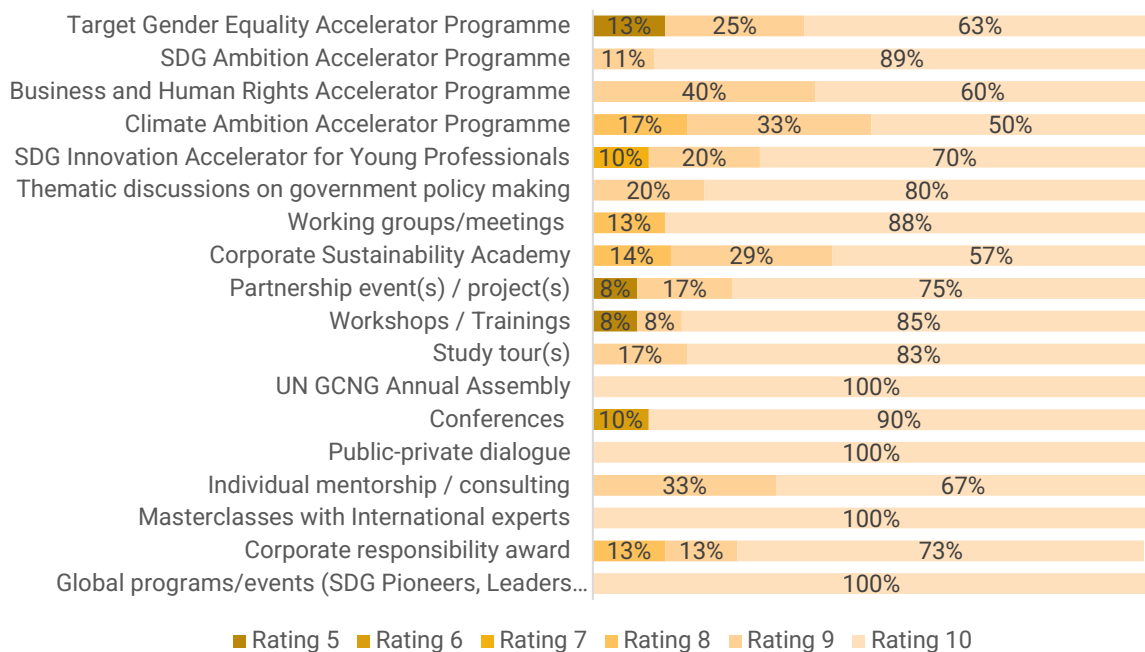


Figure 6 Ratings of UN GCNG programmes/events by participants (1=lowest, 10=highest, no 1-4 given)

Survey respondents were asked about their participation in UN GCNG events/programmes recently. The results show that 52% of respondents took part in UN GCNG events/programmes in 2023, 44% participated in 2022, and only 4% reported their last participation in 2019.

EQ7: To what extent did UN GCNG's work contribute to:***a. the change in behaviours and relationships, if any, in private sector? (not specific)***

UN GCNG was by most informants met both in KIIs and in FGDs found to be engaging in an environment where CR and integration of SDGs into policy and practice was very new and often unknown. UN GCNG were found to have been key – and in the mind of most, the only – local actor in breaking this new ground, putting the issues on the agenda and through different types of educational programmes demonstrating how it would be possible to change business behaviours. In the FGD with private sector representatives, numerous examples of positive change channelled by UN GCNG both in their own behaviour and in relationships, were brought to the fore. Several private sector representatives told how the Target Gender Equality programme helped them design an implementable equality programme in practice, including anti-discrimination and sexual harassment policies.

Similarly, all KII respondents highlighted the important 'relationship' facilitation led by UN GCNG. This both through the many different types of events, and through direct identification of who to reach out to for a variety of contacts needed, be it a plastic producer, an accountant service, or a new staff member.

b. the increase, if any, in multi-stakeholder engagement for SDGs implementation?

In the KIIs with private businesses several examples were given of how UN GCNG brought different stakeholders together, enabling implementation of core SDGs through collaborative projects. A major eco-friendly developer highlighted the importance of the UN GCNG platform for them to share new, environmentally friendly practices in Construction – and to meet others exploring this area. UN GCNG was by them seen to be the most pro-active platform for this, presently, helping to generate appropriate connections and contacts. They have on a number of occasions found UN GCNG to be able to link them up with 'the right people, at the right time, which can be very hard'. In the FGD with private sector, stakeholders recommended creating more opportunities for collaboration among businesses, CSOs and other stakeholders.

At the National Forest Authority, UN GCNG has engaged during a process spanning several years, helping them develop a policy, the related strategy documents and workplans for national level sustainable forest management. The agency would naturally need to follow national legislation as well as best both national and international practice. Here UN GCNG was found to be very important as a networker, connecting them with the relevant parties, guiding them through a process developing their first ESG policy paper. It was the first state institution with a desire to have a policy paper of good practice as a state institution. Concluding the multi-year process successfully, with an implementable work plan, UN GCNG had also inspired them through an analysis of what kind of tools could be used, to develop a CSO, a voluntary platform: 'forest friends'. "The 'forest friends' will be our guides and be part of forest management to support in afforestation, lending a helping hand and be a supporter for new eco-tourism opportunities", the Deputy Head of the National Forestry Agency within the Ministry of Environmental Protection and Agriculture, told in a KII.

c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships arounds SDGs,)

In the survey findings from the Government representatives, it is found that all respondents derived benefits from their participation in UN GCNG programmes and events. The most frequently reported benefit, noted by an overwhelming majority of respondents (90%), was the possibility of forming partnerships to promote sustainable development. Additionally, significant proportions of respondents reported benefits such as increased knowledge on corporate sustainability (80%), enhanced skills for developing relevant tools and policies (50%), improved abilities to engage businesses in SDGs implementation (50%), improved policy documents (30%), and increased skills for advocating responsible business practices (20%). Given the high margin of error, these findings still underscore the positive impact of UN GCNG programmes and events, empowering participants with valuable knowledge, skills, and collaborative opportunities to drive sustainable development goals forward.

EQ8: To what extent have private sector (PS) representatives found positive results from being members and involved with the UN GCNG platform/activities?

Types of benefits received	Received that benefit	Rating of results (1 insignificant, 10 significant benefit)									
		1	2	3	4	5	6	7	8	9	10
Increased knowledge on corporate sustainability standards	23%	4%	0%	0%	0%	4%	4%	4%	4%	14%	66%
Increased abilities to integrate sustainability and the SDGs into company's business model, strategy, and operations	23%	4%	0%	0%	0%	0%	4%	13%	9%	13%	57%
Obtained useful contacts	23%	0%	0%	0%	8%	4%	0%	0%	17%	4%	67%
Informed relevant government policy	24%	6%	0%	12%	0%	0%	6%	0%	13%	6%	57%
Established/participated in public-private partnerships in Georgia	16%	6%	0%	12%	0%	0%	0%	0%	6%	13%	63%
Established/participated in partnerships with other entities	16%	0%	0%	12%	0%	0%	0%	0%	13%	6%	69%
Received recognition	18%	0%	0%	6%	0%	16%	0%	6%	6%	11%	55%
Improved trust with stakeholders	21%	0%	0%	0%	0%	13%	5%	5%	10%	19%	48%
Enhanced visibility	21%	5%	0%	5%	5%	5%	14%	5%	9%	9%	43%
Enhanced reputation	27%	4%	0%	4%	4%	7%	0%	4%	18%	22%	37%
Increased/improved access to investments/funding	17%	17%	0%	6%	0%	0%	6%	6%	18%	6%	41%
Increased access to new markets	19%	10%	5%	5%	0%	5%	0%	11%	16%	11%	37%
Increased sales and profitability	18%	11%	0%	6%	0%	11%	0%	6%	16%	6%	44%

Table 3 Benefits reported by PS respondents as a result of participation in UN GCNG programmes and/or events

In terms of benefits received by private businesses in general, the survey findings reveal that all respondents reported at least one benefit resulting from their participation in UN GCNG programmes and events. On average, they noted 10 out of the total 13 benefits listed in the questionnaire (see the table below). These benefits encompass a wide range of areas, such as increased knowledge on sustainability standards, integration of sustainability and the SDGs into business operations, establishment of partnerships, enhanced reputation, improved access to investments/funding, and more.

Furthermore, all respondents who noted any benefit resulting from their participation in UN GCNG programmes and events rated the reported improvements as significant. The majority of respondents gave ratings from 8 to 10, indicating a high level of perceived benefit.

In our qualitative key informant interviews, private sector informants stressed how the advantages of being transparent in operation – especially internally, but also (where possible) externally. The non-financial reporting was referred to by UN GCNG members to be a revelation: while cumbersome to fill in, they found that it gave them for the first time ever a totally clear – and transparent – view of their operation. One ED of a major nation-wide business put it like this:

“It is amazing to see documented what we have done in response to the many different SDGs. As a director, you feel proud and say “Yes, we actually did this. It is OK!” At the same time, we also see what the gaps are, that we are now looking to bridge. UN GCNG is amazing and giving us this empowerment and the guidance on how to be a better company! There are so many benefits to being a member!”

EQ9: What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about change?

In KIIs in ministries and state agencies, with businesses and senior representatives from academia, the bridge-building and action-focused network-creation capacities of the UN GCNG team were highlighted. A win-win example highlights the role of UN GCNG’s academia engagement, which increased reach and impact in a local university focusing on Climate Change. Here, UN GCNG helped link them up with relevant partners for both launching a sustainability lab inside the university and develop a 360 model ‘Sustainable Campus Agenda’.

UN GCNG helped in a lot of different areas from measurement of emissions over design of the curriculum (in Georgian!), and identification of suitable lecturers and resource persons. And the University people interviewed stressed, like so many others: “They are not only professional, extremely knowledgeable, and well connected – they are simply really nice people! And that is important”.

EQ10: To what extent has the enabling environment been improved for the promotion of Corporate Sustainability?

Recognising that to spur behaviour and social norms change – which the UN GCNG’s work around Corporate Sustainability, CR and the SDGs can only be seen to be all about - a critical mass within an environment needs to be mobilised. This for the change to take root and generate ownership and long-term sustainability.

Such an ‘enabling environment’ seems to begin to take root. While more knowledge is still needed – a recommendation emerging from all three FGDs (business, government, CSO/media/academia) informants shared a wide variety of examples of how awareness was growing. Several pointed to the high-profile recognition – ‘brand’ – of UN GCNG and how it had become a desirable ‘club’ to belong to. To adhere to Corporate Sustainability principles and practices was seen to an important part of a company, an

organisation's image and many referred to such a profile also being important in order to obtain the European/EU relations desired.

As seen in the table 3 above, 66 % of the private sector responses to the survey's question as to 'Increased knowledge on corporate sustainability standards', the overwhelming majority, gave that the top score, a 10. Responding to the question as to whether private businesses had found 'Increased abilities to integrate sustainability and the SDGs into company's business model, strategy, and operations' again, a solid majority – 57% - gave that option a score 10, and if joining scores 10, 9 and 8, it becomes 79 %. This is a somehow (positively!) surprisingly high score, recognising all that integration of sustainability and SDGs into a company's many realities.

EQ11: To what extent and how has the platform and its members been able to influence non-platform members to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda?

The evaluation did carry out several KIIs with non-UN GCNG members, and it was obvious that those interviewed were quite well-informed about UN GCNG activities – not least the high-profile events - and knew all the reasons why they ought to join. Most of those met were actively considering. It is not known whether other companies, based in locations more remote from Tbilisi, would have responded similarly, but we did find many references to desirability for joining the UN GCNG. Private sector representatives (and government!) met has a very high level of understanding of their importance and role for achievement of the 2030 agenda – as is also documented in the tables above, based on our survey.

EQ12: To what extent has UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment for promotion of SD?

The extent of application of sustainability measurement tools in selected Lead and Shape areas is found in the three below tables from our survey with private businesses.

Use of instruments for measuring efforts suggested by UN GCNG

While it is notable that a significant portion of companies did not utilise any of the suggested assessment tools, it is encouraging to see that a considerable proportion (44%) of companies recognised the importance of measuring their sustainability efforts. The global compact self-assessment tool (22%), WEPs gender gap analysis tool (19%), and the labour rights self-assessment tool (19%) were among the most commonly utilised instruments, reflecting the companies' commitment to evaluating their performance in various sustainability domains.

Instruments used*:	%
None	56%
The global compact self-assessment tool	22%
Women's Empowerment Principles (WEPs) gender gap analysis tool	19%
The labour rights self-assessment tool	19%
Environmental self-assessment tool	15%
Blueprint for Business Leadership on the SDGs self-assessment tool	7%

Table 3 The use of instruments for measuring sustainability efforts suggested by UN GCNG

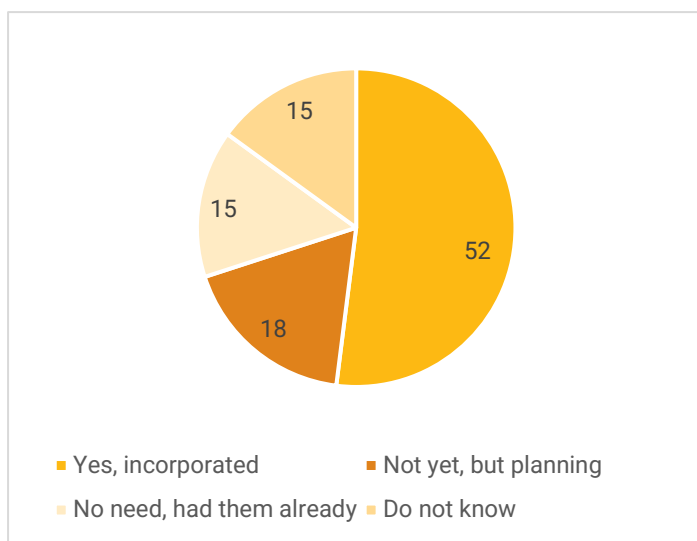


Figure 7 Companies incorporating corporate sustainability standards in operations with UN GCNG involvement (%)

Standards incorporation into operations

Similarly, the chart to the left showcases the responses regarding the incorporation of corporate sustainability standards in company operations as a direct outcome of involvement with UN GCNG events/ programmes. The findings demonstrate successful incorporation in more than half of the companies responding (52%) whereas 15% of the companies already had the standards incorporated (pre-existing standards) and 18% of the interviewed were planning to

work to integrate the standards. A small percentage of uncertainty (15%) could be found in the answers.

Standards	% (from 14)
Ten Principles of the UN Global Compact	71%
UN Guiding Principles on Business and Human	26%
OECD Due Diligence Guidance for Responsible	7%
Principles on Responsible Investment	21%
Women's Empowerment Principles	57%
Do not know	21%

Table 4. Integration of specific standards into company operations

Now, the table to the left showcases the integration of various standards into operations of companies based on the responses of the 14 respondents. The

results show that the most commonly integrated standards were the Ten Principles of the UN Global Compact (71%) and Women's Empowerment Principles (57%). Other standards, such as the UN Guiding Principles on Business and Human Rights, OECD Due Diligence Guidance for Responsible Business, and Principles on Responsible Investment, were incorporated by 26%, 7%, and 21% of respondents, respectively. Some respondents (21%) were uncertain about the specific standards integrated.

EQ13: To what extent has the project 'Leadership for Sustainable Development in Georgia' contributed to the achievement of intended outcomes? What were the facilitating and hindering factors?

In the Sida-funded project, the two outcomes were the following:

Outcome 1. Developed capacities of CiDA/GCNG enabling organisation to effectively promote corporate sustainability and business involvement in implementation of Agenda 2030.

Outcome 2. Enhanced capacities of State officials, businesses, and other relevant stakeholders, contributing to their increased collaboration and coordination around agenda 2030.

The Swedish funded project made up 60% of the UN GCNG budget for the past two years, and therefore the project was a substantial contributor to all that the organisation has accomplished during the period being evaluated here, from November 1st 2018, till now.

Outcome 1 is partly covered above in **section 2** above, where the UN GCNG's overall context, history, transition, and present operation is presented. Here a transparent, consolidated and fully functional organisation is introduced, having overcome challenges of the past. Furthermore, Operational strengths and weaknesses of the everyday of the organisation will be reflected in the next section on 'Efficiency'. In summary, Outcome 1 is found to having been successfully and impressively implemented in an adverse environment.

Outcome 2 is being responded to **all through this report**. Both the qualitative field work and the quantitative results emerging from our surveys reflect the degree to which 'state officials, businesses and other relevant stakeholders' were inspired to increase collaboration and coordination around Agenda 2030 during the period of the evaluation. The quality of the work by UN GCNG and the relevance and appropriateness of activities has been found to be very high.

'Leadership for sustainable Development in Georgia' project is by UN GCNG furthermore found to be of decisive importance for their success due to the committed, open and flexible partnership, understanding that a donor should support an organisation's own direction.

UN GCNG role in Self-assessment of changes in businesses' sustainability practices

A final, very interesting self-assessment carried out by the companies taking part in the survey, sums up the perceived usefulness and change by the companies themselves.

3 FINDINGS



Figure 8 Self-assessment of changes in businesses' sustainability practices due to their participation in UN GCNG events/programs

The data from the table above reveals a positive trend in the reported changes in the companies' sustainability practices because of participation in UN GCNG events/programmes. While a portion of respondents indicated that their practices remained unchanged in certain areas, the majority reported either improvements or somewhat improved practices across various sustainability dimensions. Importantly, none of the respondents selected the "worsened" option, indicating a generally positive perception of the influence of UN GCNG on company sustainability efforts. These findings highlight the significant impact of UN GCNG in driving positive change and fostering sustainable practices among participating companies.

UN GCNG - an enabler and catalyst for sustainable development initiatives



Pioneering women's empowerment and environmental sustainability, Crystal's SDG journey began with the aim to address all SDGs, but landed with **UN GCNG's** facilitation on five:

poverty reduction, education, gender equality, decent work & economic growth, and climate change.

Integrating Environmental Sustainability into operations before the national regulator required it, **Crystal** became a national advocate and front-runner.

Their focus on SDG 5 (Gender Equality), played a pivotal role in acknowledgement and interest from investors, resulting in Asian Development Bank providing 25 million in gender bonds. **Crystal** now issues these bonds to women entrepreneurs, enhancing their economic participation.

And, walking their talk: by focusing on gender equality within their own organization and conducting gender wage-gap analyses, **Crystal Bank** is leading by example and fostering a more inclusive work environment.

Having participated on most of the **UN GCNG** platforms, **Crystal** is also the grateful recipient of a CSR award: "What others may not realise or recognize is just how big the **UN GCNG** role is in the mind shift we see happening. I feel the impact in our company – and far beyond." (Story-telling workshop participant)



In a quest to transform Georgia into a circular economy, WMA's journey towards implementing the Extended Producer Responsibility (EPR), happened in close collaboration with the **UN GCNG**.

The **Georgian Waste Management Association** is at the forefront, working actively to implement the EPR concept. This concept forms an integral part of the SDGs, promoting sustainable production and consumption patterns.

Collaborating closely with the **UN GCNG**, the association has advocated for the timely introduction of technical regulations along the EU-Georgia Association Agreement.

To have the 2021 acceptance of these technical regulations the **UN GCNG** facilitated many consultations & discussions between stakeholders, including Ministry of Environment Protection and Agriculture (MEPA) and international organizations. This collaborative effort ensured the swift adoption and enforcement of these regulations, and now the association has rallied the support of about 8,000 businesses, driving Georgia's sustainability mission.

Using TV and other channels, the **WMA** has with the **UN GCNG** worked to raise awareness about sustainable waste management, educating businesses and the population about the significance of waste segregation, recycling, and the potential benefits of a circular economy. This secured them a grant from EU to continue on this sustainable path.

LIBERTY

112 remote villages and 2,000 elderly people got access to high-tech medical diagnostic examinations!

This was a result of **Liberty Bank's** journey towards sustainable development and engagement with the SDGs! Facilitated by **UN GCNG**, and choosing as key impact areas education, financial literacy, and health access, **Liberty Bank** with telemedicine company "Teleclinic MyDoc" and American Hospital initiated this innovative healthcare project for vulnerable populations in remote areas of Georgia.

The successful implementation of this project earned **Liberty UN** the **CGNG's** Corporate Responsibility Award, acknowledging the bank's commitment to sustainable development and their utilization of innovative solutions and strategic partnerships to bridge healthcare gaps.

The recognition from **UN GCNG** further reinforced **Liberty Bank's** determination to continue creating services that make a positive difference in people's lives.

"Last year **Liberty** became a member of **UN GCNG**, and this has brought us good results and international exposure. We got really good feed-back and PR-wise our connection with **UN GCNG** has brought an improved reputation and important prestige." (Story-telling workshop participant)



The first state institution wanting a sustainability policy and strategy was the National Forestry Agency within the Ministry of Environmental Protection and Agriculture. At the time of the evaluation, they had just successfully concluded a multi-year process, facilitated by the **UN GCNG**.

Whereas they would need to follow national legislation as well as best both national and international practice, they also wanted to establish a framework linking their work and practices to all the **UN GCNG** stands for.

Here **UN GCNG** was very important as a networker, connecting them with the relevant parties, guiding them through a process developing their first Environmental Sustainability Goals (ESG) policy paper. The leaders within the **National Forestry Agency** are now excited to begin to implement all they have created in the process including the implementable work plan.

Through an analysis of what kind of tools could be used to advance the goals, **UN GCNG** had also inspired them they to develop a CSO voluntary platform: 'forest friends', which is another new development.

The 'forest friends' will be forest guides and a part of the forest management, supporting in matters around afforestation, and be a helping hands and supporters including in the development of eco-tourism opportunities.

Figure 9 Change stories collected during the evaluation.

3.4 EFFICIENCY: HOW WELL ARE RESOURCES BEING USED?

How well are the UN GCNG resources being used? Well, if we begin by hearing how their stakeholders and end-users rate the usefulness of the UN GCNG, the resources are being well used, as we see that the overall satisfaction with UN GCNG events and programmes in our survey directed at private businesses was overwhelmingly positive. A significant majority of participants (67%) rated their experience with the highest rating of 10, indicating a high level of satisfaction. Additionally, 7% of respondents rated their experience as a 9, while 18% gave a rating of 8. This means that a combined total of 92% of respondents provided high ratings. In contrast, a smaller percentage of participants (4% each) assigned ratings of 5 and 7.

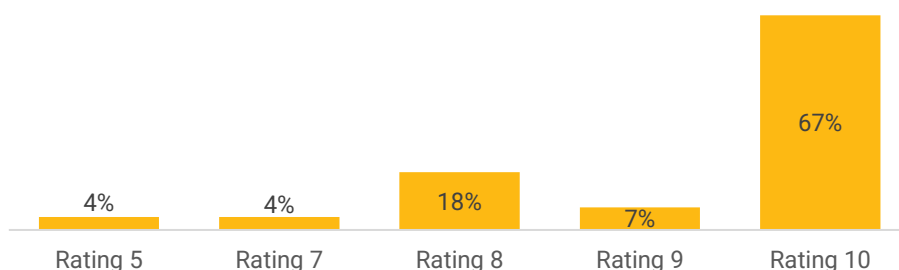


Figure 10 Overall Rating of UN GCNG Events and Programmes (Scale of 1 to 10)

EQ14: How effectively have the technical, time and financial resources been used for the achievements towards UN GCNG's result areas? What are the challenges and opportunities for improvement?

a) To what extent was the UN GCNGs implementation of activities compliant with the original plan?

The UN GCNG's activities followed their annual work plans agreed with the different donors. In the case of the EoS funded project, the team presented annual narrative reports in advance of the annual review meetings with the embassy. These reports reported on all aspects of the workplan and in the most recent, the 2022 plan, the conclusion ends by observing in their lessons learnt that: "During the reporting period, the major lesson learned was that constant engagement with the stakeholders brings the desired result and UNGCNG should use more innovative methods and tools of engagement. Changes occur during the planning and implementation of various activities; however, the flexible and experienced team of employees and adequate distribution of tasks ensure the achievement of important results within the framework of the project."

b) To what extent did the political, social, institutional context change, if at all, and how did it affect UN GCNG's work?

The political framework conditions, which had found a relatively calm way forward after the 2008 Russian war on Georgia, were significantly challenged when on February

14, 2023, a majority faction in the parliament formed by the members who left the ruling Georgian Dream party proposed the ‘On Transparency of Foreign Influence’ bill. The bill would require non-governmental groups, and print, online and broadcast media that receive 20 percent or more of their annual revenue – financial or in-kind – from a “foreign power” to register as “agents of foreign influence” with the Justice Ministry.

When looking to other political as well as social and institutional context change, the war in Ukraine was ever-present in the Georgian reality, as were the refugees – both Ukrainian and Russian, and the increasing number of Russian businesses settling with no vocal resistance by the Georgian Government. While these contextual changes were important, they were not found to have any significant effect on the work of UN GCNG.

c) What were the adaptive management measures planned and implemented in response?

Despite the repeal of the ‘Foreign Agents’ law’ on March 9, 2023, attitudes of government employees changed, meaning that government representatives are found to no longer take part in CSO events the way they used to. Whereas the UN GCNG environment took on important coordinating roles during the ‘Foreign Agent’ law protests they had not registered any change in government attitudes towards them and their activities.

Similarly, during the pandemic, which had a seriously disruptive impact world-wide, the UN GCNG re-oriented their planned activities. Both the individual and group interviews shared these adaptations as having been very smooth. Several successful and innovative events were held in new online formats during the period, including within the framework of the Corporate Sustainability Week: The launch of the Corporate Sustainability Academy, the first-ever Virtual Business Exhibition SDG Fair 2021, and the Corporate Award Ceremony 2021 were a few of the highlighted such events, attended by a high number of participants representing various sectors, including business, embassies, government, academia, and CSOs¹¹.

d) How were risks managed?

UN GCNG has an ever-attentive risk-alert approach. As recommended by the KPMG “Review of internal management and control systems of Civil Development Agency” (10 September 2018), CiDA by November 2018 put both a Risk Management Policy and an Anti-bribery policy in place. As mentioned in the Risk management policy: “CiDA’s risk appetite (determining what type and levels of risk are acceptable) is low due to recent cases and current situation in the organisation.” The policies are detailed and with a clear definition of probabilities, of consequences, risk levels and treatment guidelines. Risk Management is, furthermore, a part of many of the UN GCNG activities offered to their members and other stakeholders.

¹¹ As reported in the “Fourth Annual Meeting Between the Embassy of Sweden in Tbilisi and Civil Development” July 14, 2022.

e) How effectively was the budget managed? How sufficient was it?

Through annual audits of the EoS project, the auditors every year, during the four years in question, present a clean report, presenting in detail how the appropriately prepared written procedures have been followed, and attest to financial regularity; HR regularity; conformity with project objectives; adherence to contract obligations; and pursuance of procurement guidelines and SIDA regulations.

The only comment highlighted in the 2020 audit is that Excel may not be the most suitable tool for financial management of an operation like the UN GCNG. But it also asserts that this has not been found to cause any faults. Similarly, the four past EoS/UN GCNG Annual Review Meeting reports, carry no observations of lack of budget management efficiency.

While the financial management is in place, the question ‘how sufficient was it’ points to the ever-present challenge in the CSO/NGO sector, that needs are immense and with more funds available, it would be possible to fulfil the organisation’s mission even better. This is also very much the case for UN GCNG as we have highlighted above in the section about the organisation and its staffing. Most urgently funds for a human resources person are needed. This would free time of the administrative officer already on board (but spending much time on HR). Similarly, in the team’s self-assessment questionnaire the fact that just a few additional team members would make the team reach its desired goals, was, indeed, highlighted.

f) How well was the UN GCNG work monitored?

Monitoring and reporting was carried out on a donor-by-donor basis during the period being evaluated. In relation to the Swedish funding, annual Log frames outlined activities through which UN GCNG intended to generate the desired results as presented in the outcomes. The implementation of this was discussed in Annual Review meetings between the EoS and UN GCNG, and documented in the annual narrative reports, reflection project action against workplans. Public, Annual Reports were furthermore produced, presenting the overall achievements by UN GCNG, not segregated by donor.

UN CGNC comes from a recent past as CiDA, running a multitude of smaller and bigger projects with overlapping focus areas and objectives. With the transformation into being a mission-based organisation, led by a strategic plan and a coherent set of strategic goals and objectives, monitoring of the realisation of the whole organisation’s work is important.

Presently UN GCNG has its extensive portfolio packaged as separate donor-funded action packages, which have each their M&E plan, each their reporting schedule and separate overall project management engagements with the donor in question. This is very time consuming and in the view of the evaluators, it contradicts the mission-based nature of the new UN GCNG, so importantly supported by the organisation’s partners and donors, which would merit **one** log frame, **one** annual report, **one** annual audit etc.

In consultations with some of UN GCNG's other donors, such a strategic-plan-based management system is, however, not presently found to be possible or desirable, which means that UN GCNG will need to continue its donor-by-donor management.

A global-local set of monitoring systems under elaboration

Despite this, UN GCNG is aware of the need to be able to document progress and results at an organisational level and is in the process of **developing its own organisation-wide monitoring system**. This is led by a recent recruit on the team, with a welcome capacity in this area.

- The ambitious monitoring framework will include the M&E framework by objective and outcome area: a full Results Assessment Framework; a partnership tracker and a framework for extracting a weekly report; followed by two different kinds of trackers, documenting ongoing activities, participants (including disaggregation by gender, board and staff members, number of participants, etc.) media coverage etc.

At the same time the GCO develops a **UNGC Local M&E Performance Log frame**

- The objective of this (draft) global tool is to provide further insights globally by aggregating information while measuring the LNs' success through a focus on progress, the strength of their Network, identify improvement areas, further align with the One Global Compact Strategy and facilitate internal & external reporting among other purposes. Upon completion, it is the intention that this global framework would be translatable for the local level, allowing the local monitoring to be transported directly into the global collection of LN data.

In the further advancement of these plans, it will be important for UN GCNG to consider how to align the own monitoring framework and that of the GCO.

g) How well were the UN GCNG's results and lessons learnt documented and reported?

UN GCNG presents their results in a number of different ways including through their internal annual 'Narrative Reports', their external 'Annual Progress Reports'¹², in their magazine 'Sustainability Spotlight, through their systematic work with the media including weekly UN GCNG interviews on Formula TV, where a UN GCNG staff member – often the ED, but not always - brings the stories of partners or topical thematic issues to the fore. Besides, UN GCNG is very active on the social media, especially Facebook.

The majority of survey participants, UN GCNG business members and stakeholders gave the media programmes ratings of 8 and higher (of 10 possible). This overall positive feedback suggests that UN GCNG's media products are well-received by the participants. Approximately 45% of the survey participants reported that they or their

¹² The annual reports are professional, well-presented documentation of the past year. They present the team and the board, the main achievements during the past year, the outcomes of organisational events like General Assembly and thematic workshops of the network. Furthermore, the report presents the various engagements with members and partners: businesses, government, civil society, academia, as well as an overview of media coverage.

company have been featured in at least one of the UN GCNG's media products. Among them, 22% mentioned being featured in a TV programme, while another 22% reported being featured in the Sustainability Spotlight magazine. Additionally, 37% stated that they or their company have been featured in posts, articles, blogs, or vlogs.

Featuring responsible businesses in various media products demonstrates the UN GCNG's efforts to showcase and recognise companies and individuals committed to sustainable practices. This engagement is important for raising awareness, sharing best practices, and inspiring others to prioritise corporate sustainability. By providing a platform for visibility and recognition, the UN GCNG plays a vital role in encouraging and fostering sustainable business practices among its members and the broader corporate community in Georgia.

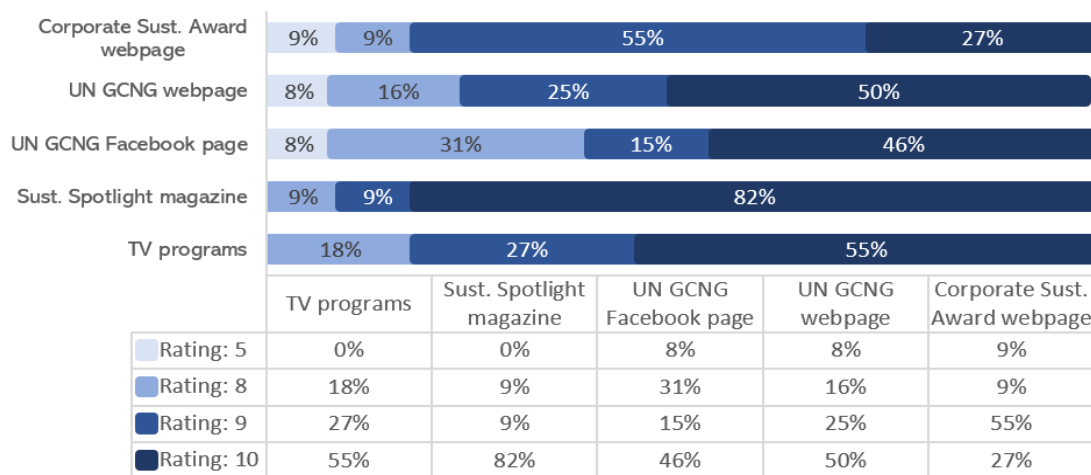


Figure 11 Satisfaction with UN GCNG media products (where 1 is lowest, 10 highest)

Suggestions for improvement shared by the UN GCNG's business stakeholders were: Enhance the user-friendliness, simplify content, improve visibility of partners and incorporate more video content on social media platforms. Besides from this, mindful that it already exists, they would like to see even more highlighting of local partnership initiatives. These enhancements are likely to contribute to a more engaging, informative, and impactful media platform, strengthening the UN GCNG's overall communication and sustainability efforts.

Documentation of lessons learnt, which would be internal reflections on how to improve operation based on past experience, was not found reflected and documented in writing, but in conversations with the team and in the filled-in Self-assessment Questionnaire provided by the team to the evaluators, a high level of ongoing reflection on lessons learnt was found. In general, the team was found to be keenly results-focused, working to fulfil their mission.

Bring benefits to the fore by sharing business cases

Besides from the above, several informants shared the idea for the team to develop concrete 'business cases', documenting how adoption of standards and approaches recommended by the UN GCNG would bring benefits to the potential member and stakeholder. These would be found to be compelling arguments by example, when the decision to join UN GCNG or to adopt new standards were to be made by the board room.

h) To what extent partnerships/synergies were established with similar initiatives?

UN GCNG, with its deeply embedded network-focus, has to a very wide extent established partnerships and worked in synergy with initiatives with similar objectives and goals. In the self-assessment questionnaire the team lists the most outstanding examples from 2018 till today. They include, in terms of organisations they regularly collaborate with, with similar objectives based in Georgia: four; For projects with related objectives: five, also when UN GCNG stresses that they are uniquely positioned in the Georgian landscape.

With Government and state agency programmes and initiatives, UN GCNG has secured synergies and partnerships involving eleven entities, many of these being processes running over several years. Other examples of active partnership-building are the variety of engagements nationally, regionally and internationally within the Global Compact operation (see details in section 2.4.3) and cooperation with media.

3.5 IMPACT: WHAT DIFFERENCE DOES THE INTERVENTION MAKE?

EQ15: What is the likelihood of impact of UN GCNG's interventions on sustainable development?

The real impact – taking the impact statement in the log frame of the Sida funded part of the UN GCNG operation: “*Enhanced multi-stakeholder cooperation and business involvement in the implementation of Agenda 2030 in Georgia*” is definitely possible – and can already now be seen as happening. Real, deep-rooted change takes time, but all the evidence presented above point to the fact that the likelihood is there.

Recognising that social norms change, which is what the Agenda 2030 is all about, builds on a continuum of factors including (i) information leading to *knowledge*; (ii) change of *attitudes*; (iii) attainment of *skills* to advance ‘the new’; and on to (iv) changed *practice*; the evaluators find ‘the package’ of UN GCNG interventions, offers and platforms provide this basis. For the change to take root and become real social norms change, a change in a whole community is needed. This is the project we see UN GCNG eloquently embarking upon.

Having said this, it is apparent that the action primarily has been taking place in bigger cities – and most of all in the economic and political capital of Georgia, Tbilisi. The UN GCNG is presently planning to, possibly with others, to place ‘extension workers’ in some major regional hubs. This will require additional funding, but it will also make the 2030 agenda reach environments where CR and SDGs are still unfamiliar as household names. It is the assessment of the evaluators that now, where the membership drive has been gaining momentum in Tbilisi and the recognition of the organising is very high and rising, will be a good time to advance - on that consolidated basis.

3.6 SUSTAINABILITY: WILL THE BENEFITS LAST?

The evaluation team will consider sustainability as linked not only to financial well-being, but just as much to social and organisational capacity and sustainability. Furthermore, as a basis for those ‘*sustainabilities*’ is the enabling environment. In section 3.4 above, ‘the foreign agents’ law’ and the potentially disruptive power this might have, is mentioned. For now, it is repealed, and UN GCNG is able to operate freely within the legal context in Georgia. Furthermore, the global ‘Global Compact’ system represents another important part of the enabling environment, both contributing to and amplifying the work of the Georgia-based UN GCNG. Both of these parts of the enabling environment represent important foundations for the sustainability prospects of UN GCNG. A third mentioned in this report is the general acceptance by the UN system in Georgia.

EQ 16: How sustainable are the results produced by UN GCNG? What are the prospects for sustainability of UN GCNG operations?

Social sustainability: UN GCNG was all through the evaluation's both qualitative and quantitative data found to be delivering at a very high level. The services and supportive role of the organisation was found to have cemented a need for this kind of service and was found to be a valuable cutting edge-cum-front-runner facility, supporting the partner businesses find their way in terms of international requirements and potential partnerships. Furthermore, the highly appreciated professional capacity of the individual team members aside, the human capacity, the personal, ethical and reliable approach by the team was highlighted by many of the Key Informants.

Organisational sustainability: The UN GCNG organisation was by the evaluation found to be on a good way to also organisational sustainability. As described in section 2.3 above, the organisation has gone through an in-depth and very resource-intensive process, to land at the present reality, described in section 2.3. This should be seen on the backdrop of the organisational challenges presented in section 2.2, including the need to face criminal acts by the former ED, cleared up through the impressive focus of the present management with the support by their donors, including an in-depth forensic audit, helping the organisation get all elements in place, resulting in a subsequent compliance audit giving 134 out of 135 points.

While the troublesome process and the ill-doings by the former ED would preferably have never taken place, the intense remedial actions have brought a robust organisation to the fore. The new UN GCNG board and the GCO are supporting the UN GCNG's capable management further solidify this. Unfortunately, as laid out in section 2.2 above, some parts of the Georgia-based UN system, which should ideally have been close allies and partners to the UN GCNG, are finding it hard to recognise the transformation undertaken, and hesitate to step into the new time, agreeing to collaborate with the organisation.

As mentioned in section 2.3 going through the present organisation of the UN GCNG, some minor reshuffling and addition of staff members on the team will complete the organisational reform: on July 1st the new Deputy Executive Director took office (see 2.3 for more) and missing is still (funds for) a person to head the HR section. This would free time needed for the administratively responsible, presently also covering the HR area.

Financial Sustainability: is always a challenge of CSOs/NGOs without significant operational means to generate income. UN GCNG has as part of the transformation process started to ask membership fees, which at present represents 11% of the full operational budget. In our group interview with the UN GCNG team, they expressed among the hopes for the future, that the membership payments could have increased to 50%! Whereas 11% is a lot less, it is a good beginning, not least in view of the 450% increase in membership during the period of the EoS funded engagement being evaluated here. Remaining income is primarily donor funding via projects (see above).

UN GCNG had hoped that their Academy would be a source of income but has had to realise that this is not so. Similarly, members and stakeholders interviewed found that

UN GCNG ought to offer their services on a consultancy basis: their obvious capacity to potentially support members prepare their non-financial reports like the CoP, support processes to implement CR/SDG standards and others. The UN GCNG team, however, reminded us in our management review meeting with them, that their staff is already working very hard and running very fast to meet the activity-portfolio of the present size and shape of the organisation. With a further growing membership, the required (unpaid) membership-service and support would grow – leaving no free time for additional income-generating activities.

The ED presently looks to France and Spain where the GC networks with many times the number of members, and related much higher levels of membership-payment, manage to shoulder a much higher percentage of the costs to run the organisations.

Being sustainable?

What is it to be sustainable? An NGO/CSO is never (at least not to the experience of the evaluation team) self-sustainable. For sustainability in a broader sense, a useful definition of financial sustainability is:

*'...the ability of an organisation to secure and manage sufficient resources to enable it to meet its mission effectively and consistently over time without excessive dependence on any single funding source [...] Sustainable organisations have, at minimum, a clear mission and strategic direction; the skills to attract resources from a variety of local, national and international sources and the know-how to manage them efficiently [...].'*¹³

In that perspective, UN GCNG is sustainable – also when not self-sustainable. What is important, is to maintain the focus on 'a variety of funding sources' and – in the mind of the evaluators – to continue to inspire their donors to consider providing core funding to the whole organisation based on the strategic plan and not (partial) projects. This would save a lot of the team's management time and would further root the mission-based nature into which UN GCNG has been moving.

¹³ Lisa Canon 1999, Life beyond Aid. Initiative for Participatory Development, Johannesburg.

4 Evaluative Conclusions

4.1 RELEVANCE AND COHERENCE

In terms of relevance, the UN GCNG was through this evaluation found to be a highly relevant way to engage the private sector and to effectively promote responsible and sustainable business conduct. Businesses, government agencies, CSOs and academia stressed that the way of operating was found to be a relevant way to contribute to influence the 2030 Agenda and to take action on the SDGs,

UN GCNG's activity-mix as well as the professional and personal capacities of the team members was found to be close to perfect in bringing multiple stakeholders together. As highlighted in this evaluation, the unique ways in which the team linked organisations with each other and built bridges for effective collaboration towards the fulfilment of the Agenda 2030 was appreciated by public, private and civil society sector stakeholders alike.

The UN GCNG interventions were found to be coherent with other national and sector priorities and of importance for their achievement towards the standards. Similarly, the UN GCNG was also found to be coherent with the Strategy for Sweden's reform cooperation with Eastern Europe for 2021–2027 and the EoS national cooperation priorities found to meet the priorities of importance to Sweden.

4.2 EFFECTIVENESS AND EFFICIENCY

In terms of effectiveness, the UN GCNG's activities, events and whole approach was found by all stakeholders to contribute importantly to change in behaviours and relationships in the private sector and beyond. In KIIs with business as well as Government, academia and CSO stakeholders, numerous examples were shared as to how UN GCNG's work had brought together different stakeholders – often in multistakeholder partnerships – in support of SDGs. The survey findings highlight that 52% of businesses involved with UN GCNG programmes have successfully incorporated the GC standards, and 18% have it in their future plans, whereas 15% already had the standards incorporated in their practice on beforehand. Similarly, the most commonly integrated standards were the Ten Principles of the UN Global Compact (71%) and Women's Empowerment Principles (57%). The non-financial reporting was referred to by UN GCNG members to be a revelation: while cumbersome to fill in, they found it gave them a totally clear view of their operation.

The EoS supported project “Leadership for Sustainable Development in Georgia” (LSDG) effectively contributed to the intended outcomes, as presented above, just like the UN GCNG's resources (staff, technical capacities, project design) managed to achieve the outcomes intended by the LSDG project.

Working with building knowledge, changing of understanding and attitudes, and ultimately practice, communication is at the core. The positive reception of the UN GCNG information and communication products and processes is therefore important. Still, the old recommendation from the ‘Baseline Evaluation’ is still worth considering, namely, to ensure a communication strategy focusing on the significantly different segments of the target group UN GCNG has. ‘One size definitely does not fit all’: while many private sector informants preferred direct mail and the monthly newsletter, others loved the very dynamic Facebook use, while others again found that it was too descriptive, and would like more factual information, advice and ‘some more graphs’. This would help avoid wasting the scarce resources – human and financial.

In terms of efficiency the UN GCNG was found to be generating important ‘value for resources’. Through the process undergone since the criminal acts by the earlier ED, UN GCNG has become a considerably more robust and efficient organisation. Through the forensic audit and follow-up KPMG audit in 2018, remaining weaknesses have been pointed out and followed-up upon. Subsequent control system assessments have been passed with high scores, which in the view of the evaluators has documented the completion of the transformation process – also from an efficiency point-of-view.

As, however, change does not happen overnight, it is good to have met with the board and understood how systematically and thoroughly they work with – and support – the UN GCNG. As highlighted in the team’s self-assessment questionnaire, it is obvious that just a few additional team members would make a significant improvement – not least in the area of HR management. With a HR professional on board, the admin staff member would be able to follow up on additional administrative strengthening needed including a strengthened filing system, databases, and to establish a strong grant management system including a donor database with active grant alerts.

4.3 IMPACT AND SUSTAINABILITY

UN GCNG was by the evaluation, based on our qualitative and quantitative findings, found to be on **the path to achieving visible impact** in the business, government, academia and media environments in Georgia. It was also found to be important to direct attention to the regions, while maintaining the momentum in the bigger cities. As highlighted by many informants, new ideas and understandings penetrate slower in the regions. For real, national impact this is found to be an important focus.

In terms of Sustainability UN GCNG was all through the evaluation found to be very high in terms of *social sustainability*. The services, the supportive role of the organisation and the good people. The UN GCNG services and their role in the Agenda 2030 environment was highly valued. In the area of *organisational sustainability* the organisation was found to have come out importantly strengthened after the in-depth and very resource-intensive process of transformation. *Financial Sustainability* is an eternal challenge and presently the evaluation had – despite attempts to identify other avenues – landed on a recognition that the present situation looks to remain a mix of membership payments and donor support. Reference was made to Lisa Cannon’s definition of ‘sustainability’ vs. self-sustainability above.

5 Lessons Learned

5.1 PASSION AND A PERSONAL APPROACH GENERATE RESULTS

Working alongside UN GCNG since early March has been an inspiring process, taking the evidence from UN GCNG members and stakeholders through KIIs and in FGDs, unanimously pointing to the unique qualities of the organisation and the individuals within. Our survey points to the same: very high scores in quality of engagements and a high adoption of standards, demonstrates the proven usefulness of the way in which UN GCNG drives the Agenda 2030 forward.

An aspect not considered by the evaluation team during the preparatory stages of the evaluation but pointed to by practically all informants during our data collection, was that besides from the extraordinary professional capacity and integrity found in the UN GCNG team – and its passion – was the importance of a personalised approach: all felt seen, listened to, understood, kindly, effectively, and professionally treated. The team highly qualified and connected, swift, helpful – helping stakeholders generate results.

5.2 DONOR RELUCTANCE IN JOINT FUNDING

Being mission-based ought to also mean that the organisation would be funded by donors based on a strategic plan, one strategic budget and an itemised, matching work plan. This is presently not possible, so the UN GCNG must continue, cautiously, strategically, and systematically to work with a strategic plan, emerging organisation-wide monitoring systems and the presently possible funding formats. It is hoped that a less arduous and leaner real mission-based future could be foreseen.

5.3 UN GCNG TO MOVE FORWARD, FREE

Through intense strides, the UN GCNG has worked to clean up a complex past, while insisting to keep on to a GC presence in Georgia. The business, government, CSO and academia-environment signing up to the GC values is appreciative that the leadership held on to the mandate, insisting to continue to keep connecting Georgia to the international GC agenda. Through the transformation process urged after the irregularities of the past, the UN GCNG has become a fully transparent and thoroughly vetted organisation with compliance audits passed with recognition, and a strengthened organisation as well as a new board fully ‘on board’.

6 Recommendations

6.1 RECOMMENDATIONS TO EOS

After an intensive four-month evaluation process, the evaluators wish to acknowledge the bold and value-based set of decisions the EoS has taken, to stand by its partner, the then CiDA, now UN GCNC, believing in its value and positions until otherwise evidenced. The moral support, the arduous set of forensic and compliance audits and assessments funded and supported, believing in the words of the auditors and those of the hard-working GC team, is seen by the evaluators to be of tremendous value in general, and for the development of Georgia, specifically. The evaluators find that the EoS, having seen and believed in the importance and potential value of a Global Compact organisation in Georgia in general and the UN GCNG specifically, could see itself supported – and recognised - by the full round of stakeholders, who through this evaluation express their recognition of UN GCNG.

On this basis, the evaluators share these recommendations with the EoS:

- EoS is in many ways an important partner to UN GCNG: in terms of aligned agendas, of the potentials of value added – and it is important that EoS continues to provide core funding to the UN GCNG. This is needed and in line with Swedish strategic priorities;
- EoS is encouraged to support UN GCNG in its work to operationalise the strategic plan, making it a strong, systematic and consistent road map;
- EoS could consider earmarking funding of a Human Resource manager, much needed on the UN GCNG team.

6.2 RECOMMENDATIONS TO UN GCNG

Recognising the seemingly unexpected amount of work this evaluation has represented to the lead figures in the UN GCNG, it is the hope by the evaluators that the organisation will find some value in the work and documentation here presented.

Our recommendations to the UN GCNG are:

- To keep up the good work. We have enjoyed seeing the UN GCNG quality, its impressive portfolio and strategic direction reflected in your stakeholders' view of you as reflected in this report;

Consolidate organisational strengthening on an ongoing basis

- To continue the process initiated with the new UN GCNG board to consolidate and solidify your organisation;
- To recognise that the seemingly super-human efforts the staff members bring to the office every day may not last forever:

- it is a strong recommendation that UN GCNG finds funds for a HR manager, who – with the team – will find ways of organising work to become manageable. (A need already identified by UN GCNG itself.)
- UNGCNG has by now a good indication of which activities are most important and beneficial in the advancement of its mandate and mission. Maybe some activities could be scaled down? (see more on ways, hereunder)
- In search for income-generating work streams / platforms, (i) it has been recognised that continuing with the sustainability academy would not generate income – hence the UN GCNG’s present work to transfer the solid ground work to a new implementing partner and (ii) UN GCNG being a partnership broker or drafting consultant for the companies needing assistance with for instance their sustainability reporting - as consulting services, have also been recognised as a dead-end street. Instead, it is recommended that UN GCNG maintains a roster of consultants or consulting firms with expertise in sustainability reporting, to be shared with members / stakeholders as needed.
- In search of financial solidity, the recommendation so far – in view of the Georgia environment – is to build on the present momentum to get more paying members and to look to the sustainability definition shared in section 3.6 EQ 16 above: a clear mission and strategic direction; the skills to attract resources from a variety of local, national and international sources, and capacity to manage them wisely.

Strengthen the role of the Strategic Plan as the Road Map of the organisation

- With the Strategic Plan’s generic orientation, the evaluators agree with the UN GCNG-team’s consideration of extending the plan’s time frame. It is recommended for the plan to have at least a 5-year duration. While a 10-year duration could be preferable in view of the time it takes to generate change, the geo-political reality could advise against it. With a 5-year duration and the already established annual review, an extension could further solidify the UN GCNG course.
- It is recommended to carry out a light mid-way review of the plan as soon as a Human Resources Manager is in place, and with the present evaluation’s findings along with the survey results:
 - Consider adding a ‘Theory of Change’ (ToC) to the strategy. This would illustrate the interrelation between the strategic goals, the drivers of change and the assumptions;
 - Consider taking inspiration from the ‘UN Global Compact Strategy 2021-2023’s Strategic Framework, organising their Strategic Ambition under ‘Accountable Companies’ and ‘Enabling Environments’;
 - The above processes (evaluation findings, the survey and the ToC) could help streamline work priorities;
 - Review and prioritise engagement areas to match the organisation’s desired membership growth, wanted policy impact and staff size;
- Use the strategic plan and its goals/objective areas as a basis for target-setting, monitoring and reporting on an organisation-wide level, as elaborated with some detail in section 3.4, EQ 14f above.

Recognizing that the donor-community in Georgia in general is not yet ready to leave the ‘project-by-project’ mode, and the related donor-by-donor management and funding, it is recommended to move in that direction by developing planning tools and budgets with space for donors to select priority areas within your strategic plan. Below is a rough inspiration of what this could look like:

UN GCNG budget based on strategic plan - early frame			[dummy amounts - to demonstrate principle - referring to separate sub-sheets with details]								
			Budget		Funding from						
		USD	2023	EoS	USAid 1	USAid 2	EU	Norway	ILO	UNDP	
Strategic Goal #1	PROMOTING IMPLEMENTATION OF CORPORATE SUSTAINABILITY STANDARDS AND PRACTICES	total for one thematic area	75000		5000	25000	20000	15000	5000	5000	
	1.1 Individual support to business sector, 10 principles...									5000	
	* Action area 1		25000	2500	10000	20000					
	* Action area 2		10000				10000	5000			
	* Action area 3		20000	2500			5000				
	* Action area 4		15000		5000						
	* Action area 5		70000		10000						
Strategic Goal #2	PROMOTING QUALITY EDUCATION ON CORPORATE SUSTAINABILITY	total for one thematic area	100000		5000	50000		20000	20000	5000	
	2.1 Strengthening the brand of the Corporate Sustainability Academy										
	* Xxxxxx		25000				15000	10000			

This will still require some donor-by-donor add-on reporting but could be a way to begin to move forward.

Document and monitor your activities with more detail – for learning

- To use systematic documentation of results to help you carry out the needed prioritisation of the work - based on evidence for ongoing adjustment and learning.
- To finalise the monitoring framework presently under elaboration and find ways in which this can help the organisation document how and why it moves towards its goals – and to help learn more systematically, from its efforts. It is our understanding that the framework under elaboration will bring you in that direction.
- To ensure that your new monitoring framework(s) are in alignment with the new global LN monitoring plans being elaborated by GCO.
- To build business cases documenting how adoption of standards and approaches recommended by the UN GCNG would bring benefits to the potential members and stakeholders. These would be found to be compelling arguments by example, when the decision to join UN GCNG or to adopt new standards were to be made in the company’s board room. (see 3.4 EQ14 g above).
- Have success stories available online, like the change stories collected and shared at the end of section 3.3 above: “UN CGNG – an enabler and catalyst for sustainable development initiatives”. Could be included with the earlier recommendation’s proposed ‘business cases’.

Communication is at the core of social norms change – so: at the core of UN GCNG

- It is important to give your communication efforts a critical review in view of the evidence shared in this report – but also in general. You are now so advanced in your work to achieve your goals that it is time for you to, systematically, identify what kind of communication, to whom, will be needed

for continued growth of your membership and to retain those that you have. For detailed findings see 3.4 EQ14 g above. Recommendations include:

- Increase human interest and change stories;
- Improve visibility and further increase the very popular company / partner profiles;
- Enhance the user-friendliness and simplify content;
- Incorporate more video content on social media platforms;
- Document research, learning on SoMe – not only documentation of events;
- Besides from this, mindful that it already exists, partners would like to see even more focus of local partnership initiatives.
- Include the social norms change through indicators in your monitoring plans.

Strengthen the administrative systems for efficiency and effectiveness

- To continue to strengthen the routines of your administration already initiated, ensuring accessible and updated filing systems, the streamlining of databases with systematic registration of members by segment, and to have a strong grant management system including a donor database with alerts sounding around grant competition announcement dates (the evaluators trust this is integrated into the monitoring framework you are elaborating now, and by hiring an HR manager, your admin staff member will have time freed up for this).

Maximise recognition for socio-political advocacy to further advance the GC agenda

- To continue to benefit from your extraordinary partnership with academia, private sector and government, to push for having more of the GC standards integrated into national legislation (based on research documentation and evidence) so as to make specific CR and SDG standards, protocols mandatory.
- Find most effective and efficient (cost-effective) ways of having a presence in the regions: via partnerships? Based on studies (to be made) of existing structures and opportunities – potentially different region by region? Important to ensure that also more backward segments of the society get on the GC bandwagon.

Annex 1 Terms of Reference

Terms of Reference for the End-Term Evaluation of UN Global Compact Network Georgia (UNGCNG)

Date: 02.02.2023

1. General information

1.1 Introduction

Corporate Sustainability is still in its early stages of development in Georgia. There is still lack of awareness on the concept, why is it important and how to achieve sustainability, among larger business community and the interested stakeholders in the country. Corporate sustainability responsibility is still associated with philanthropy and used as a tool for external PR communications by the companies, creating the cases of “window dressing”. The lack of awareness and demand on responsible business conduct from the market, civil society and local communities contributes to underdevelopment of the field in the country. Even though it has been already 8 years since adoption of the UN Agenda 2030, there low awareness among businesses on the Sustainable Development Goals (SDGs) and private sector’s role in implementation of this international framework. While local businesses may be contributing to implementation of SDGs through their CR activities, they do not associate those activities with SDGs, neither do they direct those activities to SDG implementation, and nor communicate this with any of the interested stakeholders. There is lack of data in the country, which would illustrate business contribution to implementation of the development goals. Hence it is of the significant importance to raise awareness among and build capacity of businesses and other key stakeholders which play important role in the promotion of corporate sustainability in Georgia on related international standards and SDGs. Those stakeholders include relevant Governmental Agencies, Public Defender’s Office, Chambers of Commerce, civil society organizations, media, and academia.

Years of work with the companies indicated that there is a need of targeted consultancy to business sector in Georgia on how to integrate corporate sustainability standards and SDGs to their internal policies and translate them in everyday operations. Therefore, it is important that UN Global Compact Network Georgia further develop its capacity and effectiveness regarding corporate sustainability consulting.

Enhancing coordination in the process of policy development and implementation: As mentioned above there is lack of involvement of business sector in the policy dialogue around SDG agenda as well as Business and Human Rights agenda in Georgia. There is a need for effective coordination system, and a platform for dialogue, which would facilitate the cooperation between government bodies and private sector actors, resulting in effective implementation of SDGs.

The Government of Georgia (GoG), after enshrining the SDGs into local policies, has set up the special coordination body for the implementation of the Goals, the SDG Council, located under the Administration of the GoG. Even though the initiative is multi-stakeholder in its nature, the business representation is currently scarce in the platform and UNGCNG is regarded as the only liaison between business and the government, voicing the views and concerns of local companies.

Encouraging partnerships for sustainable development: There are also limited cases of multi-stakeholder partnerships for sustainable social and economic development projects in Georgia. Within the framework of corporate sustainability platform UN GCNG encourages partnerships between businesses and civil society actors around SDGs, however the number of successful cases is still few. There is a need for further active work in this direction and, supporting private partnerships as well as public-private partnerships around SDGs.

In response to the above-noted challenges, the Embassy of Sweden in Tbilisi (hereinafter Embassy) has supported the project “Leadership for Sustainable Development in Georgia” implemented by the UN Global Compact Network Georgia (formerly called Civil Development Agency-Cida) from November 1, 2018, to 31 October 2023 with the total amount of 16 205 000 SEK. The project aims to enhance multi-stakeholder cooperation and business involvement in the implementation of Agenda 2030 in Georgia. It has two specific objectives:

Specific Objective 1: To develop capacities of UNGCNG to effectively promote corporate sustainability and business involvement in implementation of Agenda 2030 in Georgia.

Specific Objective 2: To enhance capacities of State officials, businesses, and other relevant stakeholders and contribute to their increased collaboration and coordination around agenda 2030.

The project is highly relevant with Strategy for Sweden’s reform cooperation with Eastern Europe for 2021–2027 and directly resonates to the following strategic objectives:

- Human rights, democracy, the rule of law and gender equality
 - Better democratic governance and respect for human rights and the rule of law
 - Better prospects for a gender-equal society
- Environmentally and climate-resilient sustainable development and sustainable use of natural resources
 - Better conditions for reduced environmental impact, sustainable management and use of natural resources, and protection, conservation and restoration of biodiversity and its ecosystems
 - Reduced climate impact, including increased access to renewable energy and higher energy efficiency
- Inclusive economic development
- Improved opportunities for productive employment and decent work
- Improved livelihood opportunities for groups that are excluded or discriminated against
- Strengthened conditions for free, fair and sustainable trade

Other major actors from donors’ side working on corporate sustainability and/or partnerships for sustainable development in Georgia include European Union (EU) Delegation, United Nations Development Programme (UNDP), United States Agency for International Development (USAID) mission, British Embassy, Norwegian Embassy and Swiss Development Cooperation Office.

Other local actors/CSO working in the area include business associations, such as American Chambers of Commerce (AMCHAM), CENN and Center for Strategic Research and Development of Georgia (CSR DG).

UNGCNG is in active collaboration and exchange of information with all the above-mentioned partners.

1.2 Evaluation object: Intervention to be evaluated

The evaluation object is UN Global Compact Network Georgia (UNGCNG).

UNGCNG, is a non-commercial legal entity established in Georgia that works closely with the United Nations Global Compact Office (GCO) through a signed agreement to advance the UN Global Compact and its principles at the country level, helping to root the initiative within different national, cultural and language contexts and managing groups of UN Global Compact Participants in a specific country.

The Embassy has started cooperation with UNGCNG (former Cida) from 1 November 2018 with project support arrangement and has since then made two cost extension of the Agreement. The current agreement with UNGCNG runs until 31 October 2023. The total budget of the project “Leadership for Sustainable Development in Georgia” supported by the Embassy is 16 205 000 SEK. The amount spent by the Project by January 2023 amounts to approximately 13 014 000 SEK. As for the geographical coverage, even though most of the activities of the project are being implemented in Tbilisi (capital city), the project through initiatives such as SDG Roadshow, awareness raising of regional media and SDG Fair, target the regions of Georgia as well. The objective is to involve more companies from the regions of Georgia in the UN Global Compact platform.

Furthermore, the UNGCNG chairs the UN Global Compact Regional Network Council for Eastern Europe and Central Asia, therefore, in partnership with the UN Global Compact Office and Regional hub, support implementation of the regional initiatives and the growth of the UNGC presence in the Eastern Europe and Central Asia region.

The Embassy has commissioned the baseline evaluation of the UNGCNG during 2019-2020. Based on the baseline evaluation recommendations, UNGCNG has done rebranding and reorganization and has also changed its name from then Civil Development Agency (Cida) to UNGCNG. The baseline evaluation is hereby attached under Annex A,

The **mission** of UNGCNG is creating a progressive future by stimulating sustainable approaches and engaging businesses.

To make this happen, UNGCNG supports stakeholders to:

- c) Do business responsibly by aligning their strategies and operations with the Ten Principles of the UN Global Compact on human rights, labour, environment, and anti-corruption: and
- d) Take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

The **vision** of UNGCNG is to improve the quality of life of people in Georgia.

The **objectives** of UNGCNG are to:

- j) Promote the Ten Principles of the United Nations Global Compact in the areas of human rights, labour, environment and anti-corruption;
- k) Mobilise business in support of the Sustainable Development Goals (SDGs);
- l) Deliver local programming aligned with the UN Global Compact strategy for UN Global Compact participants in Georgia;
- m) Promote sustainable practices among local organizations;
- n) Contribute to the growth of the UN Global Compact initiative;
- o) Influence national policies on corporate sustainability;
- p) Facilitate multi-sectoral partnerships for the achievement of the 2030 Agenda;
- q) Manage and protect the integrity of the UN Global Compact initiative; and
- r) Align with "The UN Global Compact Way - Values and Behaviours Model" and the Local Network Quality Standards.

GNCG aims to achieve the above stated mission by following measures:

3. Promote education and raise awareness on sustainability

GCNG enables organizations to advance their knowledge and expertise on sustainability, set sustainability targets and make continuous progress by raising ambition. GCNG offers quality education to various stakeholders through Accelerator Programmes, Peer learning groups, workshops, conferences, and Professional Certificate Programmes through GCNG's Corporate Sustainability Academy.

4. Provide in-depth support to participant organizations on corporate sustainability

GCNG supports participant organizations on corporate sustainability in line with the Ten Principles of the UN Global Compact. GCNG provides guidance on sustainability benchmarking, gaps identification and corporate governance. It supports participants in developing and submitting a Communication on Progress (COP) or a Communication on Engagement (COE) report. GCNG helps companies integrate sustainability best practice into business policies, plans and everyday operations.

5. Facilitate partnerships

GCNG facilitates multi-stakeholder partnerships towards the achievement of the 2030 Agenda. It links businesses to civil society organizations (CSOs) and other stakeholders and provides peer-to-peer networking opportunities on the local and global level.

6. Promote corporate sustainability on the national policy level

GCNG engages in policy dialogue with the government to support their work in the field of corporate sustainability. The organization assists government to adopt relevant policy mechanism, tools and guidance that promote responsible business conduct in Georgia in line with the EU-Georgia Association Agreement, the UN Agenda 2030 and other international framework documents. GCNG promotes participatory implementation of Agenda 2030, through strengthening capacity of state agencies. GCNG further facilitates public-private dialogues in the process of policy making and implementation.

e) Recognise leadership in sustainability

GCNG incentivises responsible business conduct through various recognition schemes, while highlighting corporate achievements and encouraging sustainable action.

By January 2023 there are 146 participants in the UN Global Compact Network Georgia. Majority of those are businesses. Since the Swedish support to the UNGCNG, the membership base has increased by 450% (114 new members).



According to the UNGCNG 2023-2025 Strategy, the organization, through its activities, focuses on the following issue areas:

Lead and shape areas

- Business and Human Rights framework, Responsibility to Respect, Due Diligence approach.
- Gender Equality and Women's Economic Empowerment.
- Promoting decent work in accordance with the ILO standards, inter alia:
 - Diversity and inclusion, anti-discrimination policies and practices
 - Labour Health and Safety
 - Effective and grievance mechanisms at the workplace
 - Sustainable human resource management
- Efficient stakeholder management and partnership facilitation.
- Promotion of sustainable waste management, circular economy, including through advancement of extended producer responsibility (EPR).
- Fighting Climate Change through reduction of GHG emissions.
- Promoting business integrity and anti-corruption through compliance measures and strengthening governance for sustainability.

Cooperate with others

- Fostering energy efficiency with the emphasis on renewable energy.
- Food Security, sustainable consumption, and production.
- Stimulating green innovations in the business sector, including within the start-up community.

UNGCNG runs five accelerator programmes and two peer learning groups in partnership with the Global Compact Office: Target Gender Equality, SDG Ambition, Climate Ambition Accelerator, SDG Innovators Programme, and Business and Human Rights Accelerator; peer learning groups on: *Labour and Human Rights* and *Gender Equality*

UN GCGNG flagship events include:

- General Assembly
- Ring the Bell for Gender Equality
- National Business and Human Rights Forum
- Corporate sustainability Award
- SDG and Partnership Fairs
- Masterclasses

For further information, the project document is attached as Annex D.

The intervention logic or theory of change of the intervention may be further elaborated by the evaluator in the inception report, if deemed necessary.

1.3 Evaluation rationale

With the project of “Leadership for Sustainable Development in Georgia,” UN GCNG aims to enhance multi-stakeholder cooperation and business engagement in the implementation of Agenda 2030 in Georgia. This process reflects the necessity to find ways of business involvement in sustainable development processes in the country. The companies in Georgia have significant impact on the livelihood of citizens and potential to address challenges of poverty, rights of vulnerable groups, gender inequality, labour rights, negative effects on environment, etc. UN GCNG aims at employing a multi-stakeholder cooperation opportunity offered by the SDGs through different means.

Throughout the project implementation, the UN GCNG has brought together different actors – businesses, CSOs, government, media and academia through the means of various platforms in order to promote implementation of SDGs in Georgia. Working with private sector is the key focus, while engaging them remains to be a challenge, as businesses hardly see themselves responsible for considering their role in supporting sustainable development.

For ensuring the goals of the project are well met, UN GCNG has been developing its capacities, growing its platform, to effectively promote corporate sustainability Corporate Sustainability and business involvement in implementation of Agenda 2030 in Georgia. Upon the completion of the LSDG project, UN GCNG requires a thorough end term evaluation of its engagement effectiveness with business sector. The report shall provide assessment of the existing resources of the organization, identifying challenges, needs and opportunities in the field and providing recommendations for further action, which will feed into the Embassy’s decision on the need and value added of the continued support to the organization.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is to provide the Embassy and its partner, UN GCNG with an input to upcoming discussions concerning the preparation of a new phase of intervention, be it in core or project support arrangement, as well as to follow up on the baseline evaluation. More specifically to:

- 1) Help UN GCNG to assess its effectiveness and capacities (staff, operations, management, etc) in promotion of corporate sustainability and multi-stakeholder cooperation around SDGs. Provide recommendations on what needs to be improved, changed, or adjusted for further, more successful engagement.
- 2) Reflect and capture the narrative of the UN GCNG - corporate sustainability platform in Georgia. Analysing the feedback from its members and relevant stakeholders, identify shortcomings, challenges, and opportunities for improving the operation of the platform.
- 3) Stimulate reflection on the results of UN GCNG’s role as a “development facilitator” and partnership broker (business, government, CSO), bringing together the network around sustainable development.
- 4) Based on the interviews with the relevant stakeholders such as business, government, media, CSOs and academia, provide recommendations on farther engagement needs and opportunities for stimulating corporate sustainability, resulting inclusive economic growth, environmental sustainability, and SDG implementation in Georgia.

- 5) Generate lessons learned from the working methodology and how multi-stakeholder partnerships of similar character could be formed and implemented in Georgia.

The primary intended users of the evaluation are the UN GCNG (with its project team involved in Sweden funded project) and the Embassy.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process. Stakeholders that should be kept informed about the evaluation include the Embassy and the UN GCNG. During the inception phase, the evaluator and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 Evaluation scope

The evaluation will cover the period from the start of the project, 2018 November – till present time (starting date of the evaluation, tentative 1st of March, as the project end date is projected as 2023 October). Relevant stakeholders are expected to be included / consulted in the framework of the assignment.

Relevant stakeholders are (not limited to):

- Business members of the UN GCNG - around five can be selected.
- Medium or large businesses with corporate sustainability agenda not engaged in the platforms (around five can be selected)
- NGOs working on corporate sustainability (around three can be selected)
- Government agencies working on business and human rights or public-private partnerships and/or SDGs – around five can be selected.
- UN Global Compact Office in New York
- Media
- Academic Institutions
- Other donors of the organization (USAID programmes)

Most of these stakeholders are based in Tbilisi, some may have operations beyond the capital. We'd like to include at least one business entity from second largest city – Batumi, as it may have important impact which UN GCNG needs to follow up on.

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 Evaluation objective: Criteria and questions

The objective of this evaluation is to:

Evaluate the *relevance* and *effectiveness* of UN GCNG, and its work with private sector in the promotion of corporate sustainability and Agenda 2030 among businesses in Georgia, and to formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of the intervention.

- The evaluation should at least include and is not limited to the following criteria and should answer at least the following evaluation questions:

Relevance

- 1) Is the UN Global Compact Network Georgia, a relevant way to engage the private sector and to effectively promote responsible and sustainable business conduct, as well as to encourage business contribution to *influence* 2030 Agenda?
- 2) Have UN GCNG previous activities been relevant in setting the tone for its partners from private sector in engaging them to take action for the SDGs?
- 3) Are UN GCNG's existing capacities generally (under this or other ongoing projects) relevant for playing the role of bringing multiple stakeholders, particularly, public, private and civil society sector together to influence Agenda 2030 in Georgia?

Effectiveness

- 4) Has UN GCNG's work contributed to change in behaviours and relationships in private sector?
- 5) Has UN GCNG's work brought together different stakeholders for the support of SDGs?
- 6) Has UN GCNG's work managed to engage private sector in understanding corporate sustainability and applying relevant standards? Have the platform members changed their individual dedication to, systems for and/or ways of working with sustainability internally as a result of their membership in UN GCNG?
- 7) Has UN GCNG's work managed to engage private sector in understanding their role for the support of the Agenda 2030?
- 8) Has the platform and its members been able to influence others (non-platform members) to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda? If so, how?
- 9) Has UN GCNG's work managed to promote transparency and non-financial reporting among Georgian business?
- 10) To what extent did the planned project "Leadership for Sustainable Development in Georgia" activities contribute to the intended outcomes?
- 11) Did UN GCNG's resources (staff, technical capacities, project design) achieve outcomes intended by the project? What needs to be improved?

Questions are expected to be developed in the tender by the tenderer and further developed during the inception phase of the evaluation.

2.4 Evaluation approach and methods

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Innovative and flexible approaches/methodologies and methods for remote data collection should be suggested when appropriate and the risk of doing harm managed.

The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used¹⁴.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 Organisation of evaluation management

This evaluation is commissioned by the Embassy of Sweden in Tbilisi. The intended user(s) are the UN Global Compact Network Georgia and Embassy of Sweden in Tbilisi. The intended users of the evaluation form a steering group, which has contributed to and agreed on the ToR for this evaluation. The steering group is a decision-making body. It will approve the inception report and the final report of the evaluation. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

2.6 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation¹⁵. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation¹⁶ and the OECD/DAC Better Criteria for Better Evaluation¹⁷. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out tentatively from the 1 March 2023 to 31 September 2023. The timing of any field visits, surveys and interviews needs to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

Deliverables	Participants	Deadlines
1. Start-up meeting/s Virtual Meeting	- Evaluation team - UN GCNG project staff - Swedish Embassy representative	Tentative 1 st week of March, 2023
2. Draft inception report		Tentative 31 March, 2023

¹⁴ See for example UNEG United Nations Evaluation Group (2014) Integrating Human Rights and Gender Equality in Evaluations <http://uneval.org/document/detail/1616>

¹⁵ OECD/DAC (2010) Quality Standards for Development Evaluation.

¹⁶ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

¹⁷ OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use.

3. Inception meeting • Preferably physical meeting in Tbilisi, Georgia	• Evaluation Team • UN GCNG project staff • UN GCNG Board representatives (2 participants) • Representatives from key partners - companies, CSOs, academia, media, government (2 participants from each sector) • Swedish Embassy representative	Tentative Beginning/mid of April 2023
4. Comments from intended users to evaluators (alternatively these may be sent to evaluators ahead of the inception meeting)		Tentative Mid/end of April 2023
5. Data collection, analysis, report writing and quality assurance	Evaluators	Tentative End of May/beginning of June
6. Debriefing/validation workshop (meeting)	• Evaluation team • UN GCNG project staff • UN GCNG Board representatives (2 participants) • Swedish Embassy representative • Stakeholder representatives (maximum 5 from Business, government, CSO, media and academic sectors)	Tentative Mid-June 2023
7. Draft evaluation report		Tentative 1 st week of July
8. Comments from intended users to evaluators		Tentative Mid July 2023
9. Final evaluation report		Tentative 31 July 2023
10. Seminar Virtual meeting	• Evaluation team • UN GCNG project staff • Swedish Embassy representative	Tentative Latest beginning of September 2023

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English Language and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology *including how a utilization-focused and gender-responsive approach will be ensured*, methods for data collection and analysis as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. A clear distinction between the evaluation approach/methodology and

methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English language and be professionally proof read. The final report should have clear structure and follow the layout format of Sida's template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused approach has been implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

The report should be no more than 35 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, the stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case-based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation¹⁸.

The evaluator shall, upon approval by Sida/Embassy of the final report, insert the report into Sida's template for decentralised evaluations (see Annex C) and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database. The order is placed by sending the approved report to Nordic Morning (sida@atta45.se), with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation: "sakanslag".
5. Type of order: "digital publicering/publikationsdatabas".

¹⁸ Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.

2.8 Evaluation team qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies:

- excellent understanding and documented experience of different relevant methodologies, which might include but not limited to inductive methodology, narrative inquiry and snowball sampling.
- documented experience from working with sustainable development (in economic, social and environmental dimensions) and the 2030 Agenda from the perspective of the private sector.
- documented experience from working with multi-stakeholder partnerships for sustainable development.
- documented skills in facilitation.
- proficiency in Georgian, minimum at level 2 in Sida's language

For all team members a CV shall be included and contain a description of the evaluators' or other members' relevant qualifications and professional work experience of maximum 10 pages.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local consultants are included in the team if appropriate. The interviews with UN GCNG's partner organizations and network members might require to be held in Georgian, which must be taken into the consideration when establishing the team.

The evaluators must be independent from the evaluation object and evaluated activities and have no stake in the outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists, and all support functions, but excluding time for the quality assurance expert.

2.9 Financial and human resources

The maximum budget amount available for the evaluation is 600 000 SEK.

Tentative invoicing and payment is following: The Consultant may invoice a maximum of 40 % of the total amount after approval by Sida/Embassy of the Inception Report and a maximum of 60 % after approval by Sida/Embassy of the Final Report and when the assignment is completed.

The contact person at Swedish Embassy is Tinatin Genebashvili, Program Officer. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida documentation will be provided by the above-mentioned contact person at the Embassy, as well as the contact details to intended users.

The evaluator will be required to arrange the logistics such as booking of interviews, visits throughout the evaluation process, including any necessary security arrangements.

3. Annexes

Annex A: List of key documentation

1. Baseline Evaluation report of Civil Development Agency (CIDA) and its Corporate Sustainability Platforms
2. UNGCNG 2023-2025 Strategy, including organizational Chart

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. intervention)	
Title of the evaluation object	UN Global Compact Network Georgia (UNGCNG)
ID no. in PLANIt	11890
Dox no./Archive case no.	UM/2018/06245
Activity period (if applicable)	November 1, 2018-October 31, 2023
Agreed budget (if applicable)	16 205 000 SEK
Main sector ¹⁹	Market Development
Name and type of implementing organisation ²⁰	UN Global Compact Network Georgia, NGO
Aid type ²¹	Project type
Swedish strategy	Strategy for Sweden's reform cooperation with Eastern Europe for 2021–2027

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	Embassy of Sweden in Tbilisi
Contact person at unit/Swedish Embassy	Tinatin Genebashvili
Timing of evaluation (mid-term, end-of-programme, ex-post, or other)	End Term Evaluation
ID no. in PLANIt (if other than above).	11890A0103

Annex C: Decentralised evaluation report template

Annex D: Project document: Leadership for Sustainable Development in Georgia

¹⁹ Choose from Sida's twelve main sectors: education; research; democracy, human rights and gender equality; health; conflict, peace and security; humanitarian aid; sustainable infrastructure and services; market development; environment; agriculture and forestry; budget support; or other (e.g. multi-sector).

²⁰ Choose from the five OECD/DAC-categories: public sector institutions; NGO or civil society; public-private partnerships and networks; multilateral organisations; and other (e.g. universities, consultancy firms).

²¹ Choose from the eight OECD/DAC-categories: budget/sector support; core contributions/pooled funds; project type; experts/technical assistance; scholarships/student costs in donor countries; debt relief; admin costs not included elsewhere; and other in-donor expenditures.]

Annex 2 Recommendations from Baseline Evaluation report

Evaluation report's recommendations

Coming out of a complicated period due to some 'negative issues'²², a baseline evaluation report was commissioned in 2019 to provide a basis for 'moving forward with a new organisational structure, mission, vision and values'²³. The recommendations are very practical, many feeding directly into the organisational review process.

The thorough review of the recommendations emerging in the Baseline Evaluation form part of the review of the hereunder have informed the review of the relevance and effectiveness of UN GCNG.

The overall recommendations of the baseline evaluation are:

- Sida/EoS should provide resources for an external facilitator for an 'organisational strengthening workshop'. Could also assist in 'drafting their strategy, update the organisational tree and job descriptions';
- Following the above it is recommended that CiDA (UN GCNG's name then) follows the recommendations of the baseline evaluation's institutional Assessment in order to render the organisation stable and secure (detailed in the section hereunder).
- For longer-term independence and sustainability, it is recommended to generate income through the future need for larger Georgian businesses to undertake non-financial reporting on their contribution to sustainable development.

The recommendations of the baseline evaluations 'Institutional Assessment' are:

- **Internal Policies and Procedures**
 - To make internal policies operational, staff needs to be kept aware of them and understand them;
 - Training to advance this aim;
 - Facilitated staff retreat for staff to get associated with organisational values;
- **Human Resources / Staff Development**
 - Ensure to build human resource needs into the organisational strategy;

²² Baseline Evaluation report of Civil Development Agency (CIDA) and its Corporate Sustainability Platforms (2020)

²³ Ibid.

- Develop an organisational chart reflection the vision of the organisation;
 - Develop Job Descriptions;
 - HR and management staff to attend related workshops by local training providers;
 - Management and board to assess staffing needs annually;
- Introduce salary scheme/grading reflecting target remuneration for needed staff;
- Develop and utilise objective, outcome-based performance evaluation tools;
- Taylor and activate risk management regulations in case of ethical standard violations and/or fraud;
- Develop a sound succession and transition plan for all key staff;
- For the sustainability of the organisation the following is needed:
 - Proposal-writing skill development;
 - Fundraising training;
 - Think about new mechanisms such as: social enterprise, crowd-funding, supporting economic activities, business involvement approaches.
- **Programme management**
 - Carry out a needs assessment in cooperation with stakeholders and beneficiaries, linked to SDGs and dimensions;
 - Develop an organisational strategy for 3-5 years with:
 - Organisational development components
 - Programme development components
 Both of these should have clear fundraising targets.
- **Communications**
 - The organisation has to strategically target its communications to specific stakeholder interests, agendas and concerns;
 - The organisation should consult a marketing expert to develop materials and/or a communications strategy that includes specifying:
 - Target groups
 - Adequate (segmented) messages
 - Articulate mission priorities including key areas of its operation and incorporate its most important programme activities and strategies
 - Marketing material – a wide range (flyers for special events, annual reports, programme descriptions, list of services available, etc.)
 - The organisation could obtain marketing and communications training for staff including:
 - Writing for varied audiences
 - Publication design/layout, managing websites, preparing newsletters, etc.
 - The organisation should maintain current information on members, stakeholders and similar professional companies and the programmes and services they offer

- The organisation has to maintain and regularly update mailing lists that categorise recipients by funder, sector, partner, NGOs, etc
- Produce a monthly electronic newsletter to disseminate information about the organisation's activities and achievements
- Improve web presence through better collection and analysis of web traffic statistics (number of unique visitors, page views and average length of visit;
- Media relations: the organisation needs to build its competence in the use of media to promote its programmes and services, and effectively manage its public image:
 - Further develop database for all media outlets including blogs;
 - Create a contact list for the key reporters and writers who contribute to them, including their profiles and come up with ideas on how to attract their attention.
- **Fund Development**
 - Develop a fundraising strategy
 - Strengthen donor analysis
 - Set fundraising targets for each programme
 - Should target multiple potential revenue sources
 - Maintain donor and membership portfolio databases
 - Donor database to be based on individual consultation with donors
 - Strategic planning to identify stakeholders and opportunities in the environment to meet targets and objectives set
 - The organisation should identify and build relationships with prospective donors:
 - Programme-based events for fundraising and to cultivate donor relations
Frame these events so as to attract attention from decision-makers of donor organisations
 - Strengthen forward-planning of fundraising
 - Strengthen CSR techniques with Global Compact team members such as corporate philanthropy, cause-related marketing, sponsorship
 - Develop corporate social investment data base and targeting respective giving (?)
- **Board Governance**
 - Board members need to be better aware of their roles and responsibilities, to be able to guide the strategic allocation of organisational resources
 - Improved communication with board members
 - Go beyond reporting to the board – utilise board members' expertise for developing strategies for programmes and fund development
 - The organisation should encourage the majority of board members to actively assist in fundraising activities and donor contacts

- The board should organise sub-committees to improve resource use and communication (executive, programmes, fundraising, financial, etc)
- To achieve the organisation's goals, the board should
 - pro-actively oversee and evaluate the organisation's performance
 - manage the executive director

Annex 3 Overview of stakeholders interviewed/met

	Name	Organisation Name	Position
1	Respondent	Embassy of Sweden	Head of Development Cooperation and Deputy Head of Mission
2	Respondent	Embassy of Sweden	Programme Officer (Development Cooperation)
3	Respondent	UN GCNG	Executive Director
4	Respondent	UN GCNG	Senior Manager, Projects and Fundraising
5	Respondent	UN GCNG	Senior Manager, Sustainability and Partnerships. As of July 1, 2023, Deputy Director
6	Respondent	UN GCNG	Senior Manager, Business Relations
7	Respondent	UN GCNG	Business Relations Manager, Labour Rights Consultant
8	Respondent	UN GCNG	Senior Manager, Finances
9	Respondent	UN GCNG	Administrative Manager
10	Respondent	UN GCNG	Corporate Sustainability Academy Coordinator, SDG Innovations Accelerator Programme Coordinator
11	Respondent	UN GCNG	Accountant
12	Respondent	UN GCNG	Strategic Communications Head
13	Respondent	UN GCNG	Global Impact Initiatives Coordinator
14	Respondent	UN GCNG	Partnership Projects & Business Relations Coordinator
15	Respondent	UN GCNG	Digital Media Manager
16	Respondent	Lisi Development	Marketing Director
17	Respondent	Combined Ratio Solutions	Chief of Staff
18	Respondent	Adjara Group Holding	Director
19	Respondent	Bank of Georgia	Head of Tree of Life
20	Respondent	Phubber	Director
21	Respondent	Efes Georgia	Public Relations Manager
22	Respondent	Smart Capital	CSR and Project Manager
23	Respondent	JSC Iberia Refreshments	Site lead/Operations manager
24	Respondent	Procredit Bank Georgia	Environmental Energy Efficiency Expert

25	Respondent	Procredit Bank Georgia	Head of Environmental Management Unit
26	Respondent	Enterprise Georgia, Ministry of Economy and Sust. Dev. of Georgia	Deputy CEO
27	Respondent	State Procurement Agency of Georgia	Deputy Chairperson
28	Respondent	Formula TV	Head of the Business News Department/Host at Formula TV
29	Respondent	National Forestry Agency, Ministry of Environmental Protection and Agriculture	Deputy Head
30	Respondent	Sapari	Deputy CEO
31	Respondent	Center for Strategic Research and Development of Georgia (CSR DG)	Head of CSR Programme
32	Respondent	Business Media Group	Executive Editor
33	Respondent	EuroNews	Reporter
34	Respondent	CENN	Project Manager
35	Respondent	Sector Economy and Economic Policy Committee, Parliament of Georgia	Specialist
36	Respondent	Ministry of Economy and Sustainable Development of Georgia	Head of Economic Policy Department
37	Respondent	Business and Technology University	Rector
38	Respondent	Caucasus University	Director of Innovation and Entrepreneurship Center
39	Respondent	Mtieli Books	Director
40	Respondent	TV company Borjomi	Head of Information Service
41	Respondent	Charte	Manager
42	Respondent	AmCham	Communications Director
43	Respondent	On.ge	Head of Strategic Development
44	Respondent	Sapari	Project Coordinator
45	Respondent	Kari/Scroli	Business Development Manager
46	Respondent	TBC Bank	ESG Coordinator
47	Respondent	JPI Holding	Marketing and Communications Manager
48	Respondent	MFI MBC	Corporate Responsibility and Communications Manager
49	Respondent	JBCCS Georgia	Business Development Executive
50	Respondent	Tegeta Holding	Head of Strategic Communications Department
51	Respondent	Bim Consulting LLC	CEO/Co-founder
52	Respondent	Element Construction	Head of Marketing Department

53	Respondent	BDO	Business Development and Marketing Manager
54	Respondent	Polyvim LLC	PR Manager
55	Respondent	Hi-Tech Solutions Ltd	Operations Manager
56	Respondent	Investors Council Georgia	Green Economy Transitioni Expert
57	Respondent	Mediators Association of Georgia (MAG)	Executive Director
58	Respondent	Environmental Information and Education Centre, MEPA	Director
59	Respondent	Enterprise Georgia, Ministry of Economy and Sust.Dev. of Georgia	International Relations and Donor Coordination Division
60	Respondent	Administration of the Government (AOG)	Strategic Planning and Coordination, Secretariat of SDG Council
61	Respondent	Administration of the Government (AOG)	Head of Human Rights Secretariat
62	Respondent	Georgian Innovation and Technology Agency	Head of International Relations Department
63	Respondent	Sector Economy and Economic Policy Committee, Parliament of Georgia	Senior Specialist
64	Respondent	Investors Council Georgia	Gender and Inclusive
65	Respondent		
66	Respondent	Terminal	Director
67	Respondent	Georgian Waste Management Association	President
68	Respondent	European Business Association	Deputy Director
69	Respondent	Georgian American University (GAU)	Communications Manager
70	Respondent	Georgian Renewable Energy Development Association – GREDA	Public Relations Manager
71	Respondent	New Vision University	Executive Manager or Strategic Development and Internationalization Committee
72	Respondent	MFO Crystal	Head of Environmental and Social Department
73	Respondent	Liberty Bank	CSR and Communication Manager
74	Respondent	GIZ	Programme manager Private Sector Development and TVET GIZ South Caucasus
75	Respondent	UNRC	Resident Coordinator
76	Respondent	UNRC	Head of the UN Resident Coordinator's Office in Georgia
77	Respondent	EU	Attaché-team leader EU delegation Georgia
78	Respondent	UNDP	Resident Representative

79	Respondent	UN Women	Representative of UN Women in Georgia
80	Respondent	UN Women	Gender Adviser
81	Respondent	UN Women	UN Women programme analyst
82	Respondent	GIZ	Public-Private Dialogue Specialist at the USAID Economic Governance Programme in Georgia
83	Respondent	GCO	Senior Regional Manager, Global Operations, United Nations Global Compact
84	Respondent	CEO	UN GCNG Board Member
85	Respondent	Board Chair GASR	UN GCNG Board Chair

Annex 4 List of documentation reviewed

1. Strategy for Sweden's reform cooperation with Eastern Europe for 2021–2027
2. Terms of Reference for the End-Term Evaluation of UN Global Compact Network Georgia (UNGCNG), February 2023

Organisational Documents

3. Grant Agreement between Sida and CiDA regarding Leadership for Sustainable Development in Georgia (Sida Contribution No. 11890) signed in November 2018 and including the a) project document: Leadership for Sustainable Development in Georgia for 1 November 2018 – 31 April 2021 and b) General Conditions applicable to Grants from Sida to NGOs, regarding project/programme support and core support
4. Amendment 1 to the Grant Agreement, signed in July 2021, including the workplan for the period November 2021–October 2022
5. Amendment 2 to the Grant Agreement, signed in July 2022, including the project document: Leadership for Sustainable Development in Georgia for 1 November 2022 – 31 October 2023
6. First Annual Meeting – LSDG, 2019 (between EoS and CiDA)
7. Second Annual Meeting – LSDG, 2020 (between EoS and CiDA)
8. Third Annual Meeting – LSDG, 2021 (between EoS and CiDA)
9. Fourth Annual Meeting – LSDG, 2022 (between EoS and CiDA)
10. UNGCNG 2023–2025 Strategy, including organizational Chart
11. Global Compact Strategy 2021–2023
12. Memoranda of Understanding with the following agencies: National Forestry Agency of Georgia, National Bank of Georgia, Enterprise Georgia, Caucasus University
13. Job Descriptions for 13 UN GCNG staff members
14. Extensive Organisation-internal correspondence
15. Anti-fraud, anti-bribery and anti-corruption policy, CiDA, June 2019
16. Risk Management Policy, CiDA, June 2019
17. Contracts with 2 Consultants
18. Service Contracts with 2 Service Providers
19. GCNG Statutes 2018–2020
20. Draft M&E Framework for UN GCNG – under elaboration
21. [SPME Proposal] UNGC Local – M&E Performance LogFrame – under elaboration
22. Quality Standards Self-Assessment Checklist_FINAL
23. 2023 Local Network Agreement_Foundation_Independently registered LNs_Georgia
24. 2023 Local Network Agreement_GCO_Independently registered LNs_Georgia
25. Board member Votes

26. Board Elections 2022, GCNG – a variety of documents planning and documenting the process
27. GCNG financial review 2022
28. UN GCNG Registration document: NAPEN19000750123
29. COMMUNICATION ON PROGRESS REPORT, 2022 of the Adjara Group
30. Forest Sector of Georgia. Forest Policy and Practice, 2022
31. LEPL National Forestry Agency Development Strategy and Action Plan 2021-2026

Workplans and Progress Reports

32. UNGC Leadership for Sustainable Development in Georgia Workplan for December 2020 – April 2021
33. UNGC Leadership for Sustainable Development in Georgia Workplan for May – October 2021
34. UNGC Leadership for Sustainable Development in Georgia Workplan for November 2021 – October 2022
35. UNGC Leadership for Sustainable Development in Georgia Workplan for November 2022 – October 2023
36. UNGC Progress Report 2018
37. UNGC Progress Report 2019
38. UNGC Progress Report 2020
39. UNGC Progress Report 2021
40. UNGC Leadership for Sustainable Development in Georgia Annual Report for 1.11.2018- 31.12.2018
41. UNGC Leadership for Sustainable Development in Georgia Annual Report for January 1, 2019 – December 31, 2019
42. UNGC Leadership for Sustainable Development in Georgia Annual Report for January 1, 2020 – October 31, 2021
43. UNGC Leadership for Sustainable Development in Georgia Annual Report for November 1, 2021 – October 31, 2022

Audit Reports

44. AG International Consulting, Fund Accountability Statement & Independent Auditors' Report on Compliance, CIDA, Project: Leadership for Sustainable Development in Georgia, November 01, 2018, to December 31, 2019
45. AG International Consulting, Fund Accountability Statement & Independent Auditors' Report on Compliance, CIDA, Project: Leadership for Sustainable Development in Georgia, January 01, 2020, to December 31, 2020
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63. Sustainability Spotlight Magazine, first six issues
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Annex 5 Inception report



End-Term Evaluation of UN Global Compact Network Georgia (UN GCNG)

Inception report

Embassy of Sweden in Tbilisi, Georgia

Date: April 28, 2023

Table of Contents

1.	Assessment of Scope of Evaluation	4
1.1	Evaluation context and purpose	4
1.2	The Evaluation Focus	6
1.3	UN GCNG Stakeholders	9
2.	Project Evaluability and Evaluation Matrix	11
3.	Proposed approach and methodology	20
3.1	Overall approach	20
3.2	Data collection methods	22
3.3	Evaluation process	25
3.4	Planning the Field Work	26
3.5	Proposed field work plan	28
4.	Limitations	28
5.	Proposed overall work plan	30
5.1	Deliverables	31
6.	Annexes	32
6.1	Annex 1. Terms of References	33
6.2	Annex 2. The NIRAS and UN GCNG teams	47
6.3	Annex 3. Communication channels during evaluation	48
6.4	Annex 4. List of organizations and persons to be interviewed	49
6.5	Annex 5. List of Focus Groups, Story-telling workshop and Participants	50
6.6	Annex 6. Evaluation Tools	51

Abbreviations

CiDA	Civil Development Agency
CSO	Civil Society Organisation
EoS	Embassy of Sweden
EU	European Union
EQ	Evaluation Question
FGD	Focus Group discussion
GC	Global Compact
GCNG	Global Compact Network Georgia (commonly called UN GCNG)
GCO	Global Compact Office (New York-based GC HQ)
GoG	Government of Georgia
HRBA	Human Rights-Based Approach
KII	Key Informant Interviews
LSDG	Leadership for Sustainable Development in Georgia
NGO	Non-Governmental Organisation
QA	Quality Assurance
SEK	Swedish Kronor (Swedish currency)
SDG	Sustainable Development Goal
Sida	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprises
ToC	Theory of Change
ToR	Terms of Reference
UN GCNG	UN Global Compact Network Georgia
USAID	United States' Agency for International Development

1. Assessment of Scope of Evaluation

“The evaluation will cover the period from 2018 November till starting date of the evaluation” as the ToR states. The evaluation’s starting date was March 9, 2023. The primary users of the evaluation are the UN Global Compact Network Georgia (UN GCNG) and the Embassy of Sweden (EoS) in Tbilisi. The two make up an evaluation steering group, which is the decision-making body for the evaluation. They have as such contributed to and agreed on the Terms of Reference (ToR), will comment on the evaluation report drafts and take part in important meetings and the final debriefing/validation workshops of the evaluation. The EoS approves the evaluation reports.

1.1 Evaluation context and purpose

The Context of evaluation

For over a decade Georgia has consistently ranked high in the World Bank's Ease of Doing Business index, thanks to a range of reforms that have streamlined business registration, property registration, customs procedures, and tax compliance processes. The government of Georgia has also implemented various tax reforms, liberalised trade policies, established free industrial zones, and supported a range of initiatives for the development of entrepreneurship. These measures have contributed to improving the business environment and the development of a private sector in the country.

Amid these positive trends the concept of Corporate Sustainability is still in its early stages of development in Georgia, with many businesses and other stakeholders lacking awareness of the importance of sustainable practices and of the ways of achieving it. The ability to operate in an economically, socially, and environmentally responsible manner can help private sector to overcome some of the pressing challenges and improve sustainable development outcomes.

Some of the challenges faced by the Georgian businesses include access to finance, especially for Small and Medium Enterprises (SMEs), shortage of skilled labour and regional disparities. Companies that adopt sustainable practices are often better positioned to manage and reduce environmental, social, and governance risks and hence the risk of financial losses which helps them improve their creditworthiness and access to finance. Furthermore, Corporate sustainability can contribute to reducing one of the causes of skilled labour shortages, labour outmigration to foreign countries, by improving working conditions and employee benefits, encouraging education and skills development, supporting local suppliers and businesses, creating local employment opportunities and encouraging community development. These can help overcoming the regional disparities as well.

Corporate sustainability can also contribute to improving prevalent gender disparities in Georgia by integrating a gender perspective in businesses policies and practices. Gender perspective helps companies to recognise the differential impact of their activities on men and women, and it also aids the development of strategies that promote gender equality and women's empowerment.

Lastly, a few of the recent challenges that impacted or are still impacting business operations in Georgia included a) Covid-19 pandemic that slowed down economic activity during 2020 and 2021 and b) the war in Ukraine which created a climate of uncertainty for businesses operations and planning. A study commissioned by the UN GCNG showed that large-scale companies have been able to better adapt to the pandemic and adjust corporate sustainability areas, while the employees of small companies were affected the most.

Georgia is currently subdivided into a total of 69 municipalities of which 5 are self-governing cities including the nation's capital of Tbilisi. The remaining 64 municipalities consist of multiple urban or rural settlements which are grouped in administrative communities within the municipality. The municipalities outside the two autonomous republics and Tbilisi are grouped, on a provisional basis, into nine regions. While most business, CSO, academic, donor and media activities are centred in Tbilisi, UN GCNG strives to reach further out and ensure that its work programme also reaches in the rest of the country – at first the remaining 4 major self-governing cities.

The UN GCNG project supported by the Embassy of Sweden, in this context

In response to the need for corporate sustainability consulting to ensure the integration of corporate sustainability standards and SDGs into businesses planning documents and operations, the EoS in Tbilisi has supported the UN Global Compact Network Georgia (UN GCNG), which until the re-branding was called Civil Development Agency (CiDA). The EoS support started November 1, 2018, and based on two cost extensions of the Agreement, the collaboration now runs until 31 October 2023 with the total amount of 16 205 000 SEK. The amount spent by the Project by January 2023 amounts to approximately 13 014 000 SEK. This represents the most significant of several UN GCNG partnerships, contributing financially to the work of the organisation.

UN GCNG is a non-commercial legal entity established in Georgia that works closely with the United Nations Global Compact Office (GCO) through a signed agreement to advance the UN Global Compact and its principles at the country level, helping to root the initiative within different national, cultural and language contexts and managing groups of UN Global Compact Participants in a specific country.

As for the geographical coverage, even though most of the activities of the project are being implemented in Tbilisi (capital city), the project through initiatives such as SDG Roadshow, awareness raising of regional media and SDG Fair, target the regions of Georgia as well. The objective is to involve more companies from the regions of Georgia in the UN Global Compact platform. By January 2023 there are 146 participants in the UN Global Compact Network Georgia. The majority of those are businesses. Since the Swedish support to the UN GCNG, the membership base has increased by 450% (114 new members). Furthermore, the UNGCNG chairs the UN Global Compact Regional Network Council for Eastern Europe and Central Asia, therefore, in partnership with the UN Global Compact Office and Regional hub, support implementation of the regional initiatives and the growth of the UNGC presence in the Eastern Europe and Central Asia region.

The Purpose of the Evaluation

The ToR highlights that the evaluation object is the UN GCNG and that the purpose and intended use of the evaluation is to "provide the Embassy and its partner, UN GCNG with an input to upcoming discussions concerning the preparation of a new phase of intervention, be it in core or project support arrangement, as well as to follow up on the baseline evaluation". More specifically, the purpose of the assignment is to:

6. Help UN GCNG to assess its effectiveness and capacities (staff, operations, management, etc) in promotion of corporate sustainability and multi-stakeholder cooperation around SDGs. Provide recommendations on what needs to be improved, changed, or adjusted for further, more successful engagement.

7. Reflect and capture the narrative of the UN GCNG - Corporate Sustainability platform in Georgia. Analysing the feedback from its members and relevant stakeholders, identify shortcomings, challenges, and opportunities for improving the operation of the platform.
8. Stimulate reflection on the results of UN GCNG's role as a "development facilitator" and partnership broker (business, government, CSOs), bringing together the network around sustainable development.
9. Based on the interviews with the relevant stakeholders such as business, government, media, CSOs and academia, provide recommendations on further engagement needs and opportunities for stimulating Corporate Sustainability, resulting inclusive economic growth, environmental sustainability, and SDG implementation in Georgia.
10. Generate lessons learned from the working methodology and how multi-stakeholder partnerships of similar character could be formed and implemented in Georgia.

1.2 The Evaluation Focus

This evaluation sets out to provide an in-depth assessment of the reorganised and rebranded UN CGNG by evaluating 'the relevance and effectiveness of UN GCNG, and its work with private sector in the promotion of corporate sustainability and Agenda 2030 among businesses in Georgia, and to formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of the intervention'²⁴.

This will be done by reviewing the way in which the UN GCNG has – or not – followed-up on the recommendations emerging from the Baseline Evaluation: "Evaluation of Civil Development Agency (CiDA) and its Corporate Sustainability Platforms" (2020), and the resulting new 'Global Compact Network Georgia Strategy 2023-2025'. Furthermore, the evaluation will assess the everyday implementation of it, the focus and engagements of the organisation, and it will analyse how the new organisation is suited and likely to achieve its goals and formulated priority measures. The resulting conclusions and recommendations will all feed into the evaluation's purpose, to provide EoS and its partner UN GCNG with documentation and recommendations towards the decision of whether and how to extend the collaboration after the expiry of the present funding agreement.

As a background for the evaluation process, the Baseline Evaluation's recommendations and the core of the new UN GCNG strategy are presented hereunder.

1.2.1 The Baseline Evaluation report's recommendations

Coming out of a complicated period due to some 'negative issues'²⁵, a baseline evaluation report was commissioned in 2019 to provide a basis for 'moving forward with a new organisational structure, mission, vision and values'²⁶. The recommendations are very practical, many feeding directly into the organisational review process.

²⁴ See the Terms of Reference in Annex 1

²⁵ Baseline Evaluation report of Civil Development Agency (CiDA) and its Corporate Sustainability Platforms (2020)

²⁶ Ibid.

The overall recommendations of the baseline evaluation are:

- Sida/EoS should provide resources for an external facilitator for an 'organisational strengthening workshop'. Could also assist in 'drafting their strategy, update the organisational tree and job descriptions';
- Following the above it is recommended that CiDA (UN GCNG's name then) follows the recommendations of the baseline evaluation's institutional Assessment in order to render the organisation stable and secure (detailed in the section hereunder).
- For longer-term independence and sustainability, it is recommended to generate income through the future need for larger Georgian businesses to undertake non-financial reporting on their contribution to sustainable development.

The recommendations of the baseline evaluations 'Institutional Assessment' are:

- **Internal Policies and Procedures**
 - To make internal policies operational, staff needs to be kept aware of them and understand them;
 - Training to advance this aim;
 - Facilitated staff retreat for staff to get associated with organisational values;
- **Human Resources / Staff Development**
 - Ensure to build human resource needs into the organisational strategy;
 - Develop an organisational chart reflection the vision of the organisation;
 - Develop Job Descriptions;
 - HR and management staff to attend related workshops by local training providers;
 - Management and board to assess staffing needs annually;
 - Introduce salary scheme/grading reflecting target remuneration for needed staff;
 - Develop and utilise objective, outcome-based performance evaluation tools;
 - Taylor and activate risk management regulations in case of ethical standard violations and/or fraud;
 - Develop a sound succession and transition plan for all key staff;
 - For the sustainability of the organisation the following is needed:
 - Proposal-writing skill development;
 - Fundraising training;
 - Think about new mechanisms such as: social enterprise, crowdfunding, supporting economic activities, business involvement approaches.
- **Programme management**
 - Carry out a needs assessment in cooperation with stakeholders and beneficiaries, linked to SDGs and dimensions;
 - Develop an organisational strategy for 3-5 years with:
 - Organisational development components
 - Programme development components
 Both of these should have clear fundraising targets.
- **Communications**
 - The organisation has to strategically target its communications to specific stakeholder interests, agendas and concerns;
 - The organisation should consult a marketing expert to develop materials and/or a communications strategy that includes specifying:

- Target groups
 - Adequate (segmented) messages
 - Articulate mission priorities including key areas of its operation and incorporate its most important programme activities and strategies
 - Marketing material – a wide range (flyers for special events, annual reports, programme descriptions, list of services available, etc.)
- The organisation could obtain marketing and communications training for staff including:
 - Writing for varied audiences
 - Publication design/layout, managing websites, preparing newsletters, etc.
- The organisation should maintain current information on members, stakeholders and similar professional companies and the programmes and services they offer
- The organisation has to maintain and regularly update mailing lists that categorise recipients by funder, sector, partner, NGOs, etc
- Produce a monthly electronic newsletter to disseminate information about the organisation's activities and achievements
- Improve web presence through better collection and analysis of web traffic statistics (number of unique visitors, page views and average length of visit;
- Media relations: the organisation needs to build its competence in the use of media to promote its programmes and services, and effectively manage its public image:
 - Further develop database for all media outlets including blogs;
 - Create a contact list for the key reporters and writers who contribute to them, including their profiles and come up with ideas on how to attract their attention.
- **Fund Development**
 - Develop a fundraising strategy
 - Strengthen donor analysis
 - Set fundraising targets for each programme
 - Should target multiple potential revenue sources
 - Maintain donor and membership portfolio databases
 - Donor database to be based on individual consultation with donors
 - Strategic planning to identify stakeholders and opportunities in the environment to meet targets and objectives set
 - The organisation should identify and build relationships with prospective donors:
 - Programme-based events for fundraising and to cultivate donor relations
Frame these events so as to attract attention from decision-makers of donor organisations
 - Strengthen forward-planning of fundraising
 - Strengthen CSR techniques with Global Compact team members such as corporate philanthropy, cause-related marketing, sponsorship
 - Develop corporate social investment data base and targeting respective giving (?)

- **Board Governance**

- Board members need to be better aware of their roles and responsibilities, to be able to guide the strategic allocation of organisational resources
- Improved communication with board members
- Go beyond reporting to the board – utilise board members' expertise for developing strategies for programmes and fund development
- The organisation should encourage the majority of board members to actively assist in fundraising activities and donor contacts
- The board should organise sub-committees to improve resource use and communication (executive, programmes, fundraising, financial, etc)
- To achieve the organisation's goals, the board should
 - pro-actively oversee and evaluate the organisation's performance
 - manage the executive director

1.2.2 UN GCNG – a re-branded organisation taking shape – the Strategy 2023-2025

Based on the above recommendations, UN GCNG rebranded and reorganised itself and has changed its name from the Civil Development Agency (Cida) to, exactly, UN GCNG.

The **mission** of UN GCNG is to create a progressive future by stimulating sustainable approaches and engaging businesses.

To make this happen, UN GCNG supports stakeholders to:

- e) Do business responsibly by aligning their strategies and operations with the Ten Principles of the UN Global Compact on human rights, labour, environment, and anti-corruption: and
- f) Take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

The **vision** of UN GCNG is to improve the quality of life of people in Georgia.

The **objectives** of UN GCNG are to:

- s) Promote the Ten Principles of the United Nations Global Compact in the areas of human rights, labour, environment and anti-corruption;
- t) Mobilise business in support of the Sustainable Development Goals (SDGs);
- u) Deliver local programming aligned with the UN Global Compact strategy for UN Global Compact participants in Georgia;
- v) Promote sustainable practices among local organisations;
- w) Contribute to the growth of the UN Global Compact initiative;
- x) Influence national policies on corporate sustainability;
- y) Facilitate multi-sectoral partnerships for the achievement of the 2030 Agenda;
- z) Manage and protect the integrity of the UN Global Compact initiative; and
- aa) Align with "The UN Global Compact Way - Values and Behaviours Model" and the Local Network Quality Standards.

UN GNCG aims to achieve the above stated mission by following measures:

- e) **Promote education and raise awareness on sustainability**

UN GCNG enables organisations to advance their knowledge and expertise on sustainability, set sustainability targets and make continuous progress by raising ambition. UN GCNG offers quality education to various stakeholders through Accelerator Programmes, Peer learning groups, workshops, conferences, and

Professional Certificate Programmes through GCNG's Corporate Sustainability Academy.

- f) **Provide in-depth support to participant organisations on corporate sustainability**
UN GCNG supports participant organisations on corporate sustainability in line with the Ten Principles of the UN Global Compact. GCNG provides guidance on sustainability benchmarking, gaps identification and corporate governance. It supports participants in developing and submitting a Communication on Progress (COP) or a Communication on Engagement (COE) report. UN GCNG helps companies integrate sustainability best practice into business policies, plans and everyday operations.
- g) **Facilitate partnerships**
UN GCNG facilitates multi-stakeholder partnerships towards the achievement of the 2030 Agenda. It links businesses to civil society organisations (CSOs) and other stakeholders and provides peer-to-peer networking opportunities on the local and global level.
- h) **Promote corporate sustainability on the national policy level**
UN GCNG engages in policy dialogue with the government to support their work in the field of corporate sustainability. The organisation assists government to adopt relevant policy mechanism, tools and guidance that promote responsible business conduct in Georgia in line with the EU-Georgia Association Agreement, the UN Agenda 2030 and other international framework documents. UN GCNG promotes participatory implementation of Agenda 2030, through strengthening capacity of state agencies. UN GCNG further facilitates public-private dialogues in the process of policy making and implementation.
- e) **Recognise leadership in sustainability**
UN GCNG incentivises responsible business conduct through various recognition schemes, while highlighting corporate achievements and encouraging sustainable action.

1.3 UN GCNG Stakeholders

Relevant stakeholders expected to be included and consulted in the framework of the assignment are listed hereunder. The ToR proposes to engage a limited number of representatives from within each of the many groupings. The evaluation team has agreed with UN GCNG to identify these together, when planning the actual field work in Tbilisi. The stakeholders include: Business members of the UN GCNG and non-business members; Small and Medium Enterprises (SMEs) with Corporate Sustainability agendas not engaged in the platforms; Civil Society Organisations that already work or are willing to work with the business sector; government agencies, which already do, or can in the future, impact the sustainability of the business sector;; business associations, professional associations, trade unions, international organisations, international financial institutions, investors, diplomatic corps. UN Global Compact Office in New York (GCO); Media and Academic Institutions.

For perspective, we furthermore intend to engage other donors of the organisation in our evaluative processes, including USAID programmes.

GCNG Stakeholders	What is their level of interest in the evaluation?	How will they be kept informed / engaged in the evaluation?	Will they be participants or respondents in evaluation?
UN GCNG – The implementing team	The implementer. They are interested in a good, fair and useful forward-looking evaluation	They will participate as evaluation clients and participants in the participatory /utilization focused evaluation process, and will also complete an online self-evaluation questionnaire	The most narrowly engaged team (see Appendix 2) will both take part and be respondents.
GCO – The International level	Collaborating with UN GCNG Executive Management team and staff	They may not directly participate in the evaluation beyond being interviewed by the evaluation team.	They will be respondents – KIs – and may also be participants
UN GCNG immediate stakeholders: Member organisations	Their interest can be to share their experience and possible suggestions and additional needs	They will take part in consultative meetings, Key Informant Interviews (KIs) and Focus Group Discussions (FGD) and Online Survey	They will primarily be respondents
UN GCNG stakeholders: non-member organisations (including businesses, academia, NGOs, media)	Their interest can be to share their experience and possible suggestions and additional needs	They will take part in consultative meetings, Key Informant Interviews (KIs) and Focus Group Discussions (FGD) and Online Survey	They will primarily be respondents
GoG – relevant national levels Central level Local government Municipal level	The immediate GCNG partner. Very important in the realisation of long-term sustainability of UN GCNG's operations.	We will see what is productive, realistic and important - They will be engaged in in-KIs	They will primarily be respondents
The Embassy of Sweden in Tbilisi	The funder initiating this end-evaluation of the UN GCNG to assess perspectives for way forward	The Sida programme officer working with UN GCNG will take part in validation meetings as a steering group member	The Sida programme officer will be one of the evaluation's KIs and one of the core onward users of it
Collaboration partners at national and local levels ¹ - the external stakeholders including international financial institutions, investors, diplomatic corps.	They are the core focus of the UN GCNG's efforts	They will be respondents in the evaluation – of central importance and value when assessing the relevance, effectiveness and potential sustainability	They will be informants, i.e. respondents.

¹ UNGCNG is in active collaboration and exchange of information with all the following partners including other major actors from donors' side working on corporate sustainability and/or partnerships for sustainable development in Georgia. They include European Union (EU) Delegation, United Nations Development Programme (UNDP), United States Agency for International Development (USAID) mission, British Embassy, Norwegian Embassy and Swiss Development Cooperation Office. Other local actors/CSO working in the area include business associations, such as American Chambers of Commerce (AMCHAM), CENN and Center for Strategic Research and Development of Georgia (CSR DG).

As further developed in the evaluation matrix below, special data collection tools and processes are presented in section 3, to effectively engage the different stakeholder groups.

2. Evaluability and Evaluation Matrix

This section gives the results of the evaluability assessment which is based on desk research during the current inception phase. This assessment determines the extent to which the object under evaluation can be evaluated in a reliable and credible manner, producing useful results. In doing so, it looks at these two dimensions of evaluability²⁷:

1. Evaluability "in principle", given the nature of the UN GCNG's interventions and evaluation criteria/questions.
2. Evaluability "in practice", given the availability of relevant data and the capacity of management systems able to provide it.

Evaluability "in principle"

Important factors considered in assessing the evaluability "in principle" includes the clarity of the goals and objectives of the evaluation, UN GCNG, and the clarity/relevance of evaluation questions given in the evaluation ToR.

Regarding the evaluation questions, the ToR proposes a set of 11 questions (see the Box below) that are grouped under relevance and effectiveness criteria for the evaluation. While these criteria are important, they alone may not provide the evaluators with a complete understanding of the UN GCNG's operating context. To address this, we propose to include a coherence criterion for the evaluation.

Furthermore, the ToR expects the evaluation to assess the existing resources of the organisation, identify challenges, needs, and opportunities in the field, and provide recommendations for further action. However, such an assessment cannot be carried out without considering the efficiency criterion. Finally, in order to provide recommendations for the future and evaluate the need for continued support, it is essential to consider the likelihood of achieving the impact and a sustainability criterion. By using the six OECD/DAC criteria, including relevance, coherence, effectiveness, impact, efficiency, and sustainability, we can ensure that the evaluation provides a comprehensive and accurate assessment of the results obtained by the UN GCNG, and identifies further needs and opportunities for improvement.

Table 5 Evaluation questions from ToR

ToR Evaluation Questions Related to Relevance Criterion:
EQ1: Is the UN Global Compact Network Georgia, a relevant way to engage the private sector and to effectively promote responsible and sustainable business conduct, as well as to encourage business contribution to influence 2030 Agenda?
EQ2: Have UN GCNG previous activities been relevant in setting the tone for its partners from private sector in engaging them to take action for the SDGs?
EQ3: Are UN GCNG's existing capacities generally (under this or other ongoing projects) relevant for playing the role of bringing multiple stakeholders, particularly, public, private and civil society sector together to influence Agenda 2030 in Georgia?
ToR Evaluation Questions Related to Effectiveness Criterion:

²⁷ As given in the DFID Working Paper (Davies 2013) on Evaluability Assessment.

- EQ4:** Has UN GCNG's work contributed to change in behaviours and relationships in private sector?
- EQ5:** Has UN GCNG's work brought together different stakeholders for the support of SDGs?
- EQ6:** Has UN GCNG's work managed to engage private sector in understanding corporate sustainability and applying relevant standards? Have the platform members changed their individual dedication to, systems for and/or ways of working with sustainability internally as a result of their membership in UN GCNG?
- EQ7:** Has UN GCNG's work managed to engage private sector in understanding their role for the support of the Agenda 2030?
- EQ8:** Has the platform and its members been able to influence others (non-platform members) to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda? If so, how?
- EQ9:** Has UN GCNG's work managed to promote transparency and non-financial reporting among Georgian business?
- EQ10:** To what extent did the planned project "Leadership for Sustainable Development in Georgia" activities contribute to the intended outcomes?
- EQ11:** Did UN GCNG's resources (staff, technical capacities, project design) achieve outcomes intended by the project? What needs to be improved?

To further enhance the evaluability of the UN GCNG as an organisation, the evaluation team developed an evaluation matrix (see on the next page) that revises and expands the evaluation questions proposed in the ToR. The revised evaluation questions have the following characteristics:

Relevance: The questions are directly relevant to the objectives of the UN GCNG and its stakeholders, ensuring that the evaluation focuses on what really matters.

Clarity and specificity: The questions are clear and specific in terms of what exactly is being evaluated, providing a more accurate and meaningful assessment of the UN GCNG's results. (One question in the Evaluation Matrix, No9a, requires further clarification. The specific areas that require clarification are highlighted under the Comments column of the table.)

Avoidance of yes/no answers: The questions avoid getting yes/no answers, ensuring that the evaluation captures the nuances and complexities of the organisation's impact.

Feasibility: The questions are feasible to answer given the time and human resources available for the evaluation, as well as the use of appropriate evaluation tools and methods.

We share a summary presentation first, immediately hereunder, followed by the analytical presentation, arguing for the review and extension of the evaluation questions.

Evaluation criteria	Evaluation questions	Original questions – modified :
Relevance	EQ1: To what extent are the UN GCGN's a) mission, b) objectives, c) strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation?	(Reformulated to avoid yes/no) EQ1: Is the UN Global Compact Network Georgia, a relevant way to engage the private sector and to effectively promote responsible and sustainable business conduct, as well as to encourage business contribution to influence 2030 Agenda?
	EQ2: To what extent is the UN GCNG's previous experience relevant for its partners from the private sector in engaging them to take action for the SDGs	(Reformulated to avoid Yes/No) EQ2: Have UN GCNG previous activities been relevant in setting the tone for its partners from private sector in engaging them to take action for the SDGs?
	EQ3: To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for its activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia?	(Reformulated to avoid yes/no) EQ3: Are UN GCNG's existing capacities generally (under this or other ongoing projects) relevant for playing the role of bringing multiple stakeholders, particularly, public, private and civil society sector together to influence Agenda 2030 in Georgia?
	EQ4: To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours?	Effectiveness aspects as well
	EQ5: To what extent is the UN GCNG following Local Network Quality Standards?	Effectiveness aspects as well
Coherence	EQ6: How well does the intervention fit with other interventions in the country?	
Effectiveness	EQ7: To what extent did UN GCNG's work contribute to: a. the change in behaviours and relationships, if any, in private sector? (not specific) b. the increase, if any, in multi-stakeholder engagement for SDGs implementation? c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships arounds SDGs.) Based on UN GCNG's main directions of work (from the strategy document) it would be more appropriate to formulate the effectiveness questions the following way: A. To what extend did UN GCNG's work contribute to the: 1. Promotion of education and raised awareness on sustainability? 2. Built capacities on CS and responsible business operations? 3. Establishment of collaboration/partnerships for SDGs implementation? 4. Improvement of the enabling environment for the promotion of corporate sustainability (Promotion of corporate sustainability on the national policy level)?	(Reformulations to avoid yes/no) a/EQ4: Has UN GCNG's work contributed to change in behaviours and relationships in private sector? b/ EQ5: Has UN GCNG's work brought together different stakeholders for the support of SDGs?

Evaluation criteria	Evaluation questions	Original questions – modified :
	5. Recognition of leadership in sustainability?	
	EQ8: To what extent have the following factors been improved/changed among the private sector representatives as a result of being members and their involvement with UN GCNG platform/activities: a) understanding of corporate sustainability b) understanding of their role in the achievement of Agenda 2030 c) individual dedication to sustainability d) systems for and/or ways of working with sustainability internally e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting	EQ6: Has UN GCNG's work managed to engage private sector in understanding corporate sustainability and applying relevant standards? Have the platform members changed their individual dedication to, systems for and/or ways of working with sustainability internally as a result of their membership in UN GCNG? EQ7: Has UN GCNG's work managed to engage private sector in understanding their role for the support of the Agenda 2030? EQ9: Has UN GCNG's work managed to promote transparency and non-financial reporting among Georgian business?
	EQ9: What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes?	NEW
	EQ10: To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? (This can be covered under modified EQ8.4 question)	(Reformulated to avoid yes/no) EQ6: Has UN GCNG's work managed to engage private sector in understanding corporate sustainability and applying relevant standards? Have the platform members changed their individual dedication to, systems for and/or ways of working with sustainability internally as a result of their membership in UN GCNG?
	EQ11: To what extent and how has the platform and its members been able to influence non-platform members to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda?	(Reformulated to avoid yes/no) EQ8: Has the platform and its members been able to influence others (non-platform members) to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda? If so, how?
	EQ12: To what extent has UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment for the promotion of sustainable development?	Sustainability aspects as well NEW
	EQ13: To what extent has the project 'Leadership for Sustainable Development in Georgia' contribute to the achievement of intended outcomes? What were the facilitating and hindering factors?	Same as EQ10 with addition

Evaluation criteria	Evaluation questions	Original questions – modified :
Efficiency	EQ14: How effectively have the technical, time and financial resources been used for the achievements towards UN GCNG's result areas? What are the challenges and opportunities for improvement? a) To what extent was the UN GCNGs implementation of activities compliant with the original plan? b) To what extent did the political, social, institutional context change, if at all, and how did it affect UN GCNG's work? c) What were, if any, the adaptive management measures planned and implemented in response? d) How were risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well was the UN GCNG work monitored? g) How well were the UN GCNG's results and lessons learnt documented and reported? h) To what extent partnerships/synergies were established with similar initiatives? i) To what extent did UN GCNG utilise/build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	(Reformulated to avoid yes/no AND to specify what to look for) EQ11: Did UN GCNG's resources (staff, technical capacities, project design) achieve outcomes intended by the project? What needs to be improved?
Impact	EQ15: What is the likelihood of impact of UN GCNG's interventions on sustainable development?	NEW
Sustainability	EQ16: How sustainable are the results produced by UN GCNG? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	NEW

Based on this presentation of the proposed evaluation criteria-based evaluation questions to work with, please find below the unfolded Evaluation Matrix, that the team finds will provide the most to-the-point evaluation process.

No	Evaluation questions ²⁸	ToR EQ No	Evaluation Criteria						Methods					Comments
			Relevance	Coherence	Effectiveness	Impact	Efficiency	Sustainability	Docs Review	KIIs	FGDs	Self-Eval.Q	Survey	
1	To what extent are the UN GCNG's a) mission, b) objectives, c) strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation?	EQ1	x						x	x		x		
2	To what extent is the UN GCNG's previous experience relevant for its partners from the private sector in engaging them to take action for the SDGs	EQ2	x		x				x	x	?	x	x	
3	To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant to its activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia?	EQ3	x						x	x		x	x	
4	How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?		X		x				X	X		X	x	
5	To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours?		x		x				x	x		x		The UNGC Values & Behaviours Model can be found at https://tinyurl.com/2ez6ctsf
6	To what extent is the UN GCNG following Local Network Quality Standards?		x		x				x	x		x		The document link: https://tinyurl.com/2rrmerjv
7	How well does the intervention fit with other interventions in the country?			x					x	x				

²⁸ Most of the TOR evaluation questions were rephrased to avoid yes/no answers.

No	Evaluation questions ²⁸	ToR EQ No	Evaluation Criteria						Methods					Comments
			Relevance	Coherence	Effectiven.	Impact	Efficiency	Sustainab.	Docs Review	KIIs	FGDs	Self-Eval.Q	Survey	
8	To what extent did UN GCNG's work contributed to the achievement of its expected results, related to the: 1. Promotion of education and raised awareness on sustainability (enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030)? 2. Building capacities on corporate sustainability and responsible business operations? 3. Promotion of collaboration/partnerships, multi-stakeholder engagement for SDGs implementation? 4. Improvement of the enabling environment for the promotion of corporate sustainability (Promotion of corporate sustainability on the national policy level)? 5. Recognition of leadership in sustainability?	EQ4			x				x	x	x	x	x	Question 9a which corresponds to EQ4 is not specific. It is unclear what types of behaviour change are expected? What type of relationships, with whom? <u>This question may be redundant as it may covered by other questions below.</u> Suggest either to remove EQ4 or to operationalise it later once the specifics is provided to the evaluation team.
		EQ5												

No	Evaluation questions ²⁸	ToR EQ No	Evaluation Criteria						Methods					Comments
			Relevance	Coherence	Effectiveness	Impact	Efficiency	Sustainability	Docs Review	KIIs	FGDs	Self-Eval.Q	Survey	
9	To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: a) understanding of Corporate sustainability b) understanding of their role in the achievement of Agenda 2030 c) individual dedication to sustainability d) systems for and/or ways of working with sustainability internally e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting	EQ6 EQ7 EQ6 EQ6 EQ6 EQ9 EQ9			x				x	x	x	x	x	The change will be analysed separately for UN GCNG members and non-members Items 10f and 10g which were included under EQ9 can be redundant as it is covered under Item 10e
10	What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes?				x				x	x	x	x	x	
11	To what extent has the enabling environment been improved for the promotion of Corporate Sustainability?				x				x	x	x	x	x	
12	To what extent and how has the platform and its members been able to influence non-platform members to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda?	EQ8			x					x	x		x	TOR EQ 10 and 11 are very general and actually are covered by more specific questions in this matrix
13	To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment?				x			x	x	x		x		

No	Evaluation questions ²⁸	ToR EQ No	Evaluation Criteria						Methods					Comments
			Relevance	Coherence	Effectiven.	Impact	Efficiency	Sustainab.	Docs Review	KIIs	FGDs	Self-Eval.Q	Survey	
14	To what extent has the project 'Leadership for Sustainable Development in Georgia' contributed to the achievement of intended outcomes? What were the facilitating and hindering factors?	EQ10			x				x	x	x	x	x	A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately U, Highly U)

No	Evaluation questions ²⁸	ToR EQ No	Evaluation Criteria						Methods					Comments
			Relevance	Coherence	Effectiveness	Impact	Efficiency	Sustainability	Docs Review	KIIs	FGDs	Self-Eval.Q	Survey	
15	How effectively have the technical, time and financial resources been used for the achievements towards UN GCNG's result areas? What are the challenges and opportunities for improvement? a) To what extent was the UN GCNGs implementation of activities compliant with the original plan? What were the reasons for deviations and for having two cost-extensions from the Swedish funder? Were there any impacts on planned outputs and outcomes? b) To what extent did the political, social, institutional context change, if at all, and how did it affect UN GCNG's work? c) What were, if any, the adaptive management measures planned and implemented in response? d) How were risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well was the UN GCNG work monitored? g) How well were the UN GCNG's results and lessons learnt documented and reported? h) To what extent partnerships/synergies were established with similar initiatives? i) To what extent did UN GCNG utilise / build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	EQ11			(x)		x	(x)	x	x		x	(x)	

No	Evaluation questions ²⁸	ToR EQ No	Evaluation Criteria						Methods					Comments
			Relevance	Coherence	Effectiven.	Impact	Efficiency	Sustainab.	Docs Review	KIIs	FGDs	Self-Eval.Q	Survey	
16	What is the likelihood of impact?					x			x	x				
17	? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in UN GCNG's planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?							x	x	x	x	x	x	

Evaluability “in practice”

The evaluation team believes that the number of evaluation questions is reasonable and can be covered within the available resources and time frame. However, the team acknowledges that there may be challenges in accessing all relevant information and reaching all potential stakeholders for the evaluation. In order to develop a representative sampling frame for the planned online survey, it is crucial to have access to information on all UN GCNG stakeholders. The participation of as many stakeholders as possible in the survey will provide valuable insights into the UN GCNG 's effectiveness and better inform the recommendations for the future. The access to training/workshop reports are also important to better understand the issues and improve the quality and relevance of evaluation tools presented in the annexes of this report.

3. Proposed approach and methodology

In this section we present our overall approach, the design and conceptual framework of the evaluation, and the data collection strategies we intend to apply.

3.1 Overall approach

The overall approach has been chosen to ensure that the expressed purpose and intended use of the evaluation presented above can be met most effectively and of the highest quality possible.

Participation and stakeholder engagement – Stakeholder participation will secure ownership of the findings and recommendations, as well as ensure appropriate and targeted coverage of the key results. It is our experience that the best way to ensure that both independence and stakeholder ownership are achieved is through i) triangulation of information (qualitative and quantitative) from different sources, ii) balancing the perspectives of different types of stakeholders, and iii) ongoing dialogue with the Embassy of Sweden in Tbilisi as well as key stakeholders throughout the duration of the assignment.

Stakeholder cooperation will be achieved through:

- Engaging stakeholders in reflecting upon needs, challenges overcome in cooperation with the UN GCNC support, key drivers of changes and factors of success.
- Engaging them in storytelling to determine the most significant achievements as well as to collect case stories and examples.
- Maintaining dialogue with the Embassy of Sweden in Tbilisi throughout the assignment (see more below on ‘Utilisation focus’).

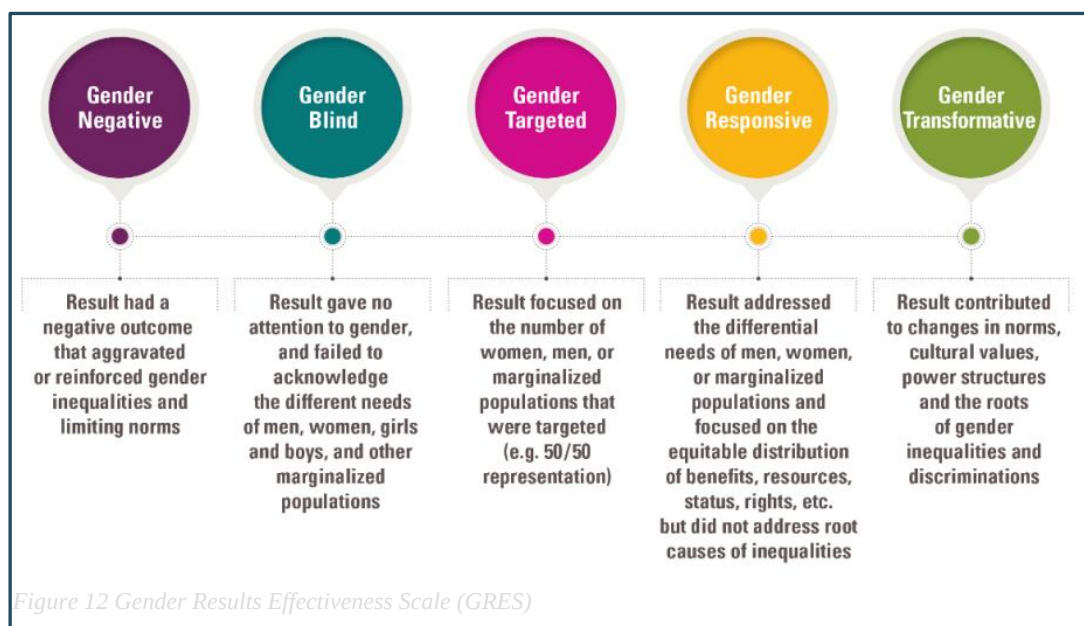
The evaluation team has agreed with the Embassy of Sweden in Tbilisi and the UN GCNG team that they will assist in the identification and mobilisation of key stakeholders for interviews and consultative meetings based on our criteria, to be addressed by our survey, and for documentation retrieval,

Our principles of cooperation are: i) All views are solicited and heard, ii) Stakeholders have access to the Evaluation Team; iii) Permission and anonymity are ensured where relevant; iv) Ensuring views are not misrepresented or taken out of context; v) Pre-judgement on motives is not made; vi) Focus is on systems, structures, processes, institutional procedures and governance, not undue focus on individuals or groups.

Utilisation and learning focus - The ToR underscores its intent to make use of this evaluation as a learning process and the approach of the evaluation will be utilisation-oriented and guided by a continuous focus on allowing UN GCNG to assess its effectiveness and capacities. This will be done by i) building on documentation already existing within the framework of the work undertaken by UN GCNG, the Embassy and other stakeholders including the baseline assessment; ii) building on the work already outlined above making use of inductive methodology, narrative inquiry, and storytelling to draw lessons; iii) ensuring succinct presentation of findings and recommendations. This process will need to be undertaken jointly among the different stakeholders involved in the evaluation and our team.

An important aspect of how we promote utility is by stimulating a constructive working relationship between the evaluation team and the key evaluation stakeholders in the evaluation's steering group. For both utility and learning, applying an open, participatory, and inclusive approach to the evaluation process is critical throughout the evaluation process. One component in such an approach has been the agreement to hold bi-weekly meetings and to have a WhatsApp group for ongoing clarification needs and requests.

Gender Responsive Approach - To ensure that the evaluation is gender-responsive, the team will ensure that there is a gender-balanced representation of stakeholder groups invited to take part in the evaluation process, and that gender representation is viewed not only from a binary perspective but is based on an intersectional understanding. In addition, the evaluation team will ensure that the methodological approaches include explicit questions related to gender equality issues, outcomes, and normative values, including discussions on how the UN GCNG promotes (or not) a gender transformative approach (see more in the interview guides in annex 6). The data analysis, conclusions and recommendations will include explicit analysis related to gender equality outcomes stemming from the UN GCNG work as well as identify any related gaps. Harvested outcomes will be weighted on a scale – from gender negative/blind to gender transformative, using Sida's gender scale and drawing on the **Gender Results Effectiveness Scale (GRES)**.



3.2 Data collection methods

Data collection will primarily rely on qualitative data collection methods using interview guides tailored to the specific stakeholders (Annex 6A), as well as available quantitative data from UN GCNG's progress reports and commissioned studies. Data collection will include:

3.2.1 Document review

The document review comprises all relevant UN GCNG documentation including the UN GCNG strategy as well as the UN Global Compact Strategy, the Baseline Evaluation as well as the EoS project document and information on/from other funding sources, UN GCNG progress reports, the Sustainability Spotlight and other promotional materials, UN GCNG studies, partnership agreements and MoUs, training/educational documentation, to mention the most important. Finally, we will review internal organisational documentation including job descriptions and work plans of the UN GCNG secretariat and visit relevant online presence.

Besides from this, the evaluation team will consider other partners and key stakeholders active in the same area of intervention as UN GCNG, for the purpose of activating the key steps of a sound contribution analysis. Documents and data sources to be subject to desk review will be collected through multiple channels, including institutional contact and request to the Embassy of Sweden in Tbilisi, UN GCNG, and explicit request during interviews, as well as country, regional and international level databases, as appropriate.

3.2.2 Survey

A survey of the UN GCNG stakeholders / beneficiaries is proposed as an evaluation method to answer specific evaluation questions related to relevance, effectiveness and sustainability criteria. In addition, the survey will be used to evaluate beneficiaries' satisfaction with GCNG services and programs. By triangulating the survey data with other sources of information, the evaluators will gain a more comprehensive understanding of the UN GCNG's results and identify areas for improvement. Ultimately, this data will form the basis of informed recommendations for enhancing the UN GCNG's effectiveness and sustainability.

The survey will focus on the UN GCNG stakeholders of which some will form part of the narrower group in the evaluation, as proposed in the ToR and referred to above (see section 2). In this way we will receive reflections from a broader range of stakeholders, also outside of the two biggest cities in Georgia. It is the intention that the surveys will be disseminated – and ideally analysed – prior to the field work, to inform and sharpen the focus and approach when working in-person in Georgia. Mindful of the survey fatigue after the Corona years, a set of reflections on the potentially limited outcome is included in the 'limitations' section of the report.

Due to the logistical challenges involved in consolidating participant lists from events and programmes spanning four years, the evaluation will use a limited sampling frame for the survey. The evaluation team recommends restricting the collection of beneficiary names to the last two years of UN GCNG's operations. Moreover, the sampling frame will include all beneficiaries for the main programmes of GCNG, except for workshops, trainings, and conferences. For these events, the sampling frame will include only the stakeholder lists of about 5-7 events. By doing so, we aim to balance the need for an accurate representation of

the target population with practical considerations related to data collection. The survey tool will be sent to all GCNG beneficiaries without any further selection or sampling. Although the incomplete sampling frame presents some limitations (difficulties of generalising findings), we believe that the survey, when combined with other data sources, will still provide valuable insights into the UN GCNG's impact and effectiveness.

1. The survey questionnaires are designed to target three different stakeholder groups: businesses, non-profit organisations, and government agencies. All stakeholders will access the survey through the same link, but depending on their stakeholder type, they will be directed to the appropriate module. The three draft survey modules are included in separate annexes of this report and may be modified until its despatch. The questions of the survey are grouped under the following sections: General information about the participants: This section gathers basic information about the participants.
2. Familiarity and use of information products and tools: This section aims to assess the participants' familiarity with and usage of information products and tools offered by GCNG. It also solicits feedback on their satisfaction with these products and tools and asks for suggestions on how to improve them.
3. Participation in GCNG events and programs: This section aims to evaluate the participants' level of engagement with GCNG events and programs. It includes questions on their satisfaction with past events/programs, their favourite and least favourite aspects of these events/programs, and their plans to participate in future events/programs.
4. Benefits for stakeholders: This section asks the participants to identify the benefits they have received from GCNG's programs and services. They can select from a pre-identified list or provide their own answers. Another question asks them to rank these benefits in order of importance. While this question can provide valuable insights into the popularity and relevance of GCNG programs, it may also be burdensome for respondents. Therefore, the evaluation team may consider removing this question to reduce participant burden.
5. Changes in practices: This section is designed to evaluate the impact of GCNG's programs and services on the participants' behaviour and practices. It asks participants to identify any changes they have made as a result of their participation and to select the benefits they have seen from these changes (from pre-defined response options).
6. Opinions section: This section aims to gather the participants' opinions, as well as their understanding of key concepts taught in these programs. One question in this section asks participants to rate their agreement or disagreement with a set of statements on a 10-point scale. The evaluation team will work with GCNG to expand the list of statements in this question, based on their input.

E.

- F. Once the evaluation team has incorporated GCNG's inputs and feedback into the questionnaire and finalised the survey tool, a pilot test will be conducted to ensure that the survey is clear and easy to understand for the participants. The survey will aim to take no more than 10 minutes to complete to minimise participant burden, and if necessary, some questions may be removed to achieve this goal. This will be discussed and decided upon with GCNG.

It is the intention that the surveys will be disseminated, and ideally analysed, prior to the field work, to inform and sharpen the focus and approach when working in-person in Georgia. The information gathered from the survey, combined with data from other sources, will help to identify areas for improvement and provide a basis for informed recommendations. It will complement other data sources through data triangulation, providing a comprehensive understanding of the population under study.

3.2.3 Interviews and focus group discussions

Interviews – open-ended or semi-structured, Focus Group Discussions (FGDs) and/or Key Informant Interviews (KIIs) with individuals, will be a key form of data collection throughout the evaluation to capture contribution narratives and validate emerging findings.

We recognise the need to be mindful of having a sensitive approach based on safeguarding ethics and relevant principles when addressing business-internal matters both when working with the UN GCNG and their stakeholders. We will carry out interviews with UN GCNG; KIIs with members and stakeholders; as well as interviews with relevant organisations working in similar areas as listed above. Furthermore, we plan to arrange FGDs with stakeholders in the media.

3.2.4 Site visits and observation

Observation is one more way of gathering data. Without designating it as a data collection method, an evaluation anyhow observes. In this particular evaluation the field work, working with and visiting UN GCNG and a wide array of stakeholders, it will, for the purpose and focus of this evaluation be important to register, observe, systematically especially relations so important for attaining the objectives set, but also, and as a part of this, behaviour, events, or noting physical characteristics in their natural setting.

Observations will not – as is the professional and ethical make-up of this evaluation - be covert but will also not be made a topic of special interaction and attention. As with other evaluation data collection methods, we will work systematically with our observations including the first important identification of the focus, design of a system for data collection with observation guides focusing on the interactions, processes, and behaviours to be observed.

3.2.5 Contribution Analysis and Story Telling

When relevant the evaluation team will conduct a contribution analysis to provide examples of results and frame them in the wider context. The contribution analysis would look at:

- The challenge to be addressed
- The significant change achieved
- UN GCNG and their intervention's role and added value in achieving the change
- Other significant factors

The contribution analysis will be opened into a 'storytelling' format, which is an effective means to obtain information on a UN GCNG's outcomes from participants' experiences and viewpoints, highlighting both the strong points and weaknesses of the object (organisation) or processes in question, as well as any unintended consequences. Among the most outstanding benefits of storytelling are the opportunity to (i) Understanding the object of the evaluation from the viewpoint of the participants step-by-step; (ii) Reflecting the importance

of context and its impact on outcomes; (iii) Allows the identification of unintended consequences – and possible reasons for those; and (iv) Stories can be systematically gathered and claims verified from independent sources or methods through triangulation.

3.2.6 Mixed-Method Data Triangulations and Analysis

We will adopt a mixed-method evaluation approach to deliver the expected outputs of this evaluation. In our analysis, we will assess outcome-level and situate our assessment in the analysis and interpretation of the logical consistency: linking UN GCNG's activities and outputs with changes towards the organisation's formulated goals, based on desk review, KII, FGD observations and data collected along the results chain. This analysis will serve as the basis for the evaluation team's judgment on how well UN GCNG has contributed to the achievement of intended results in for instance linking investment to outcomes. Given varied regional and country contexts, we will take account of the links between context, intervention mechanisms and outcomes at each level (national and sub-national) including differences between provinces.

While our approach is also grounded in contribution analysis as a tool for establishing links between outputs and outcomes, a combined assessment of a wide range of data sources and evidence will be triangulated to support robust analysis of UN GCNG's outcomes. Qualitative evaluation methods will be used to collect first-hand information and perspectives from different stakeholders. Triangulation of data collected through desk review and qualitative data collection will enable the team to generate a sound contribution analysis. The data collection tools are further elaborated in the table below summarising what tool will be used for the different types of stakeholders.

3.3 Evaluation process

We foresee that the evaluation will consist of the phases described below.

3.3.1 Inception phase

The inception phase is a critical step for the evaluation, as it provides the basis upon which all subsequent work will be built. It ensures that the evaluation is well grounded in a solid and shared understanding of the available data, the context, structures, processes and the intended results. This contributes to the quality and value of the evaluation process. It involves preparation – elaboration of the methodology, preparation of tools and work plan. During this phase the evaluation team will undertake the following:

1. **Establish overview of available data.**
2. **Preliminary document review** of background documents and available data. The document review will guide the preparation of field work and provide the needed depth of understanding of the focus of the evaluation.
3. **Identify and map out the known stakeholders.** A matrix has been prepared, identifying the potential roles the different stakeholders might have in the different phases of the evaluation process including importantly the contribution analysis.

4. **Review the UN GCNC Strategic Plan.** Identify its role and effectiveness in attaining the goals and objectives of interest for the evaluation.
5. **Fine-tune the evaluation questions.** Based on the indications provided in the ToR, the team is refining the EQs to bring out assumptions regarding the contribution of the programme; determine a suitable scope based on the time and resources available; and assess evaluability. An **evaluation matrix** has been elaborated where the methods and tools are presented.
6. **The approach has been refined and methods developed.** Methods have been elaborated to address the EQs; we have taken into consideration the availability of data; ways to ensure triangulation; and balancing allocated resources with the scope of the evaluation.
7. **Data collection tools have been designed.** The team has been preparing the tools needed to collect and analyse data. This includes interview guides, tailored to various stakeholders.
8. **Planning of data collection phase.** A detailed plan for the data collection has been elaborated, including a tentative list of representatives from selected institutions.
9. **The work plan has been finalised** and key dates identified.
10. **Inception Report has been prepared.** We see the Inception Report as an important tool that provides a shared platform for the subsequent phases of the evaluation. The inception report discusses issues identified during the preliminary document review, cover evaluability issues, the EQs, present the evaluation approach, methods for data collection and analysis. An updated work plan for the remainder of the evaluation is included.
11. **Inception meeting:** The inception meeting will discuss the draft inception report comments from the intended users with the evaluation's steering group, after which the report will be finalised and resubmitted for approval.

3.3.2 Data Collection Phase

In this phase, the team will gather primary and secondary data. The on-site data collection will primarily take place in Tbilisi, possibly with a visit to Batumi. Additional online data collection will take place both before and after the on-site work period, but also possibly during the on-site period, to ensure the possibility of meeting informants in other geographical locations. The evaluation team will benefit from the planned further dialogue with UN GCNG and the Embassy of Sweden onwards to reach agreement on these issues for best possible representativity.

The field work will end with a **debriefing-cum-validation-session** at the Embassy of Sweden in Tbilisi, with participation of the steering group. It will during the inception phase be agreed among these parties whether additional groups and persons should take part. This meeting will enable the core evaluation 'users' to discuss, ask questions, and raise issues with the evaluation team before the report drafting process.

3.3.3 Verification, analysis and reporting

Analysis and verification of collected data will begin towards the end of the data collection phase. Data will be triangulated and analysed to refine the 'contribution story' and firm up understanding and conclusions. Analysis will be based on triangulation of collected evidence. It will be important to maintain contact with key informants during the analysis to verify information if necessary.

The **draft report** will be prepared in line with the instructions in the ToR in terms of length, format and content. The report will address the EQs and present findings, conclusions, lessons learnt and recommendations, and with a clear logical interconnection between the sections. Comments to the draft report from the key stakeholders (evaluation steering group) will be submitted to the team, using a comments matrix that will be provided by the team. After having received the comments, the **final evaluation report** will be drafted in English. It will include recommendations that are specific, directed to relevant stakeholders. The report will be submitted with a comment response matrix that explains how comments have been considered.

3.3.5 Seminar – virtual meeting

After approval of the final report, a presentation seminar will be held, online, with participation by the broader group of stakeholders. The focus here will be presentation of and reflection upon findings – and taking the recommendations of the evaluation one step further towards the overall objective of the evaluation: to have “an input to upcoming discussions concerning the preparation of a new phase of intervention”.

3.4 Planning the Field Work

The field work in Georgia will be focused on Tbilisi possibly with a visit to Batumi supplemented by online KIIs and group discussions with other potential interested members and other stakeholders either not present in the two cities, or without time for a physical, on-site meeting.

Apart from the general survey (mentioned above) involving representatives of all who have benefited from the UN GCNG programmes and initiatives, the evaluation team is planning data collection through individual and group interviews. The team will receive names and contacts from UN GCNG, based on criteria shared. These are presented in the two below sections focusing on (i) the Key Informant Interviews (KIIs) and on (ii) the Group discussions, partly as Focus Group Discussions, partly in the form of a Story-telling Workshop.

For both types of field work it has been stressed that the stakeholders we have asked UN GCNG to propose for our data collection, naturally need to be gender balanced. Similarly, we have asked that they include representatives with experience with the UN GCNG programmes focusing on gender relevant issues such as the international programme they engage in, with a focus on: ‘Target Gender Equality’.

3.4.1 Key Informant Interviews

Key Informant Interviews are qualitative in-depth interviews with people who have in-depth knowledge and experience of relevance to be able to answer the Evaluations Questions with as much depth and perspective as possible. We will in this way collect information from a wide range of stakeholders to capture contribution narratives and validate emerging findings.

Through interview guides (see annex 6A) informed by the Evaluation Matrix in Section 2 above, we will meet with representatives of at least the following groups:

- The Embassy of Sweden
- UN GCNG
- UN GCNG Business members and partners

- UN GCNG NGO members and partners
- UN GCNG Academia members and partners
- UN GCNG Government members and partners
- Partners and donors engaging in activities complementary to those Sida-supported of UN GCNG
- Communities in general (indirect target group)

3.4.2 Group Discussions

Group discussions will take the form partly of a Storytelling workshop and a series of Focus Group discussions.

Storytelling workshop

A Storytelling workshop is an effective means to obtain information on a UN GCNG's outcomes from participants' experiences and viewpoints, highlighting – in a guided narrative process - both the strong points and weaknesses of a intervention / organisation or process in question, as well as any unintended consequences.

The Story telling workshop will take the form of a mixed-group event with the participation of no more than 16 persons. They include UN GCNG members who have a longer history and experience with them. They will be selected from the following sectors:

- Business sector
- CSO / NGO sector
- Academia
- Media

Focus Group Discussions

In this evaluation we plan to use Focus group discussions as facilitated discussions, with a small group of people who have specialist knowledge or interest. Contrary to KIIs, FGDs lend themselves to more exploratory ways of understanding the participants' experience and view on – in this case – the UN GCNG's many different intervention forms, the style and process, and the emerging results. In a group discussion, the participants inspire each other, and the exploratory nature of the format often generates new depth and new insights among the participants, who may be challenged and challenge.

We plan to carry out three FGDs – and possibly a fourth with representatives from 'the general public'

- Business members (on-site in Tbilisi)
- CSOs & Media (on-site in Tbilisi)
- Government representatives from relevant offices (on-site in Tbilisi or online²⁹).

²⁹ It is our experience and assumption that Government representatives can be hard to get for longer meetings on-site.

3.5 Proposed field work plan

The field work plan is not yet finalised, but the team leader will be travelling to Georgia and be present between the 17th and 25th of May. The NIRAS team will work with the UN GCNG and the EoS on developing the plan for this period. Among issues to be discussed and clarified is if one or both of the evaluation team members will go to Batumi, along with additional clarification that may arise.

4. Limitations

A number of limitations potentially affect the evaluation. We identified the following at the time of tender process: a) Data availability and quality; b) Availability of people for interviews and meetings; c) Surveys are challenged; d) Attribution and contribution; e) The possible continued uncertainty with regard to the Covid-19 pandemic / other pandemics and f) the present political situation in Georgia and the region.

Data Availability and Quality – At this point in time, we are not in a position to fully assess what documentation and other data (and its quality) is available for the evaluation. Given recent experiences with Sida evaluations, we have confidence in the quality of the meta-level data (Annual Reports, previous evaluations etc.). While to some extent, missing written data can be supplemented by stakeholder interviews, this has its own risks, given that often, beneficiaries are not familiar with evaluation terminology or processes, and it is more challenging to sift out findings from such interviews. We suggest mitigating this limitation by designing in-country data collection instruments in an accessible, jargon-free way (in particular semi-structured interview questionnaires) with view to completing missing data.

Availability of people for interviews and meetings – While we will do our utmost to meet and learn from the people and organisations of importance for our evaluation – and we know that the steering group is also available to provide support – there may be situations where this is not possible. We will highlight these in the final report, as well as any implication on the reliability and representativity of the findings.

Surveys are challenged – along with other online data collection tools – as they have been over-used during the Corona-period. Mindful of this survey-fatigue, we still want to do our utmost to add this data collection tool to our fan of ways to ensure solid evidence to answer the purpose, objectives, and questions of this evaluation. We will ensure to send reminders and may appeal to the steering group to help us here, should this foreseeable challenge arise. Despite being alert to this possible challenge, we find the possible potential of a survey to be worth the effort.

The concepts of attribution and contribution – are central methodological issues in all evaluations. In some cases, it will be difficult to demonstrate a clear causal link between the Embassy of Sweden contribution and policy/ strategies/ behaviour/ public service changes. Interviews will be used to identify and triangulate evidence. Contribution analysis through short case stories also allow to identify other factors of change.

Continued uncertainty with regard to the Covid-19 pandemic, or any other emerging health crisis – At the time of writing, the global Covid-19 pandemic appears to have ended its acute stage. Unless there is a new, vaccine-resistant variant by the time of the in-country

work, we are working on the assumption of a full-fledged evaluation with an in-person mission to Georgia and take place. We suggest assessing the situation closer to the time of the in-country work and to discuss with the alternative scenarios with the Evaluation Steering Group, if need be.

The present political situation in Georgia specifically and in the region in general, not least the war in Ukraine, are other factors that could put our full control of the evaluation data collection and field work at risk.

Should any of these potential challenges become a reality, the evaluation team will in coordination with EoS and UN GCNG assess the situation and design alternative data collection methodologies appropriate for the given circumstances.

DL=Deadline; M=Meeting; WS=Workshop; QA=Quality Assurance							February				March				April				May				June				July				August				September				October				November				
2023	BJ	EX1	QA	PM	w5	w6	w7	w8	w9	w10	w11	w12	w13	w14	w15	w16	w17	w18	w19	w20	w21	w22	w23	w24	w25	w26	w27	w28	w29	w30	w31	w32	w33	w34	w35	w36	w37	w38	w39	w40	w41	w42	w43	w44	w45	w46	
Inception Phase																																															
Start-up meeting, March 3	1	1		0,25					M																																						
Documents review and methods development	3	2																																													
Drafting inception report	3	1																																													
QA of inception report			1	0,5																																											
Submission of inception report, April 4														DL																																	
Inception meeting (physical meeting in Tbilisi, Georgia and online)	1	1		0,25											M																																
Comments sent by Stakeholders																																															
Revisions and finalization of inception report	1	1																																													
Submission of final inception report, April 28																		DL																													
Sida approval of final inception report																																															
Data Collection Phase																																															
Gathering and review of additional documents	3	2																																													
Digital remote interviews	2																																														
Field work preparations		1																																													
In-country data collection	7	7																																													
Validation and debriefing workshop	1	1		0,25																	M																										
Data Analysis and Reporting Phase																																															
Analysis and Report writing	9,5	2																																													

104

5.1 Deliverables

Below is our proposed implementation plan with confirmed dates:

Deliverables	Participants	Time plans (2023)
Draft inception report	Evaluators	April 5, 2023
Inception meeting	Embassy of Sweden, GCNG and Evaluators,	April 18
Comments from intended users to evaluators, a meeting to discuss the comments as necessary	Evaluation steering group: Embassy of Sweden, GCNG	Latest, April 20
Adjustment of the inception report	Evaluators	
Submission of revised inception report	Evaluators	April 26
Approval ³⁰ / 'Go ahead' of inception report	Embassy of Sweden	April 28
Data collection	Evaluators	May 15-25 be the period of 7-day mission
Debriefing/validation workshop (meeting)	Evaluation steering group Possible to invite core stakeholders?	At the end of mission – last day
Analysis, report writing and quality assurance	Evaluators	June – mid-July
Draft evaluation report	Evaluators	July 13
Comments from intended users to evaluators	Evaluation steering group	July 24
Adjustment of the final report	Evaluators	
Submission of final evaluation report	Evaluators	August 25
Approval of final report	Embassy of Sweden	September 5

³⁰ This applies if there are no major issues that NIRAS will need to address

Annexes

- 6.1. Annex 1 – Terms of Reference
- 6.2. Annex 2 – The NIRAS and UN GCNG teams
- 6.3. Annex 3 – Communication channels during evaluation
- 6.4. Annex 4 – List of organisations and persons to be interviewed
- 6.5. Annex 5 – List of participants in Focus Groups and story-telling workshop
- 6.6. Annex 6 – Evaluation tools
 - 6.6.1 Annex 6A – Interview guides
 - 6.6.2 Annex 6B – Focus Group Discussion guides
 - 6.6.3 Annex 6C – Online Self-Evaluation Questionnaire of UN GDNG team
 - 6.6.4 Annex 6D – Online Survey Questionnaire for UN GCNG stakeholders

6.1. Annex 1. Terms of Reference

6.2 Annex 2. The NIRAS and UN GCNG teams

The NIRAS evaluation team

NIRAS head office:

- **Katarina Lundblad**, Evaluation Manager
- **Nils Dabelstein**, Quality Assurance Advisor

NIRAS evaluation team:

- **Birgitte Jallof**, Team Leader
- **Nino Partskhaladze**, Evaluator and National Expert

The Embassy of Sweden in Tbilisi focal point for evaluation, Member Evaluation Steering Group

- **Tinatin Genebashvili**, Programme Officer, Development Cooperation

UN GCNG team, members of the Evaluation Steering Group

- **Salome Zurabishvili**, Executive Director
- **Bakur Kvaratskhelia**, Senior Manager, Projects and Fundraising

6.3 Annex 3. Communication channels during evaluation

Ongoing communication – utilisation focus

ToR says: “The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process. Stakeholders that should be kept informed about the evaluation include the Embassy and the UN GCNG. During the inception phase, the evaluator and the users will agree on who will be responsible for keep-ing the various stakeholders informed about the evaluation.”

To meet these needs the following mechanisms have been established:

The steering group

The Steering Group is made up by the Embassy of Sweden focal point and by two senior representatives of UN CNG: the Executive Director and the Senior Manager, Projects and Fundraising.

This group meets with the evaluators:

- Start-up meeting;
- Every two weeks for ongoing consultation and Q&A
- Inception meeting before comments are received to Inception Report
- During field work in Tbilisi, frequency of ‘touch-base’ meetings at the end of a day is agreed
- Debriefing in Tbilisi on the last day of the field work

Dissemination meeting

A dissemination meeting will be held after approval of the final report with a broader group of UN GCNG stakeholders.

In Maputo, Birgitte will have two feed-back meetings with Ipas and the Embassy at the end of the day on August 25 and 30. On August 29 Birgitte will have a feed-back meeting with the Ministry.

6.4. Annex 4. List of organisations and persons to be interviewed

We have solicited from UN GCNG, organisations and persons for Key Informant Interviews (KIIs) as per the following criteria:

- We want to carry out KIIs with representatives from the core types of UN GCNG partners:
 - Business members of the UN GCNG
 - Medium or large businesses with corporate sustainability agenda not engaged in the platforms
 - NGOs working on corporate sustainability
 - CSOs
 - Government agencies working on business and human rights, public-private partnerships and/or SDGs
 - UN Global Compact Office in New York
 - Media
 - Academic Institutions

We should like proposals for and contacts to UN GCNG partners who are:

- Successful partners, who have gone through the different stages of partnership with UN GCNG
who have identified sustainability plans and standards and implemented them
- Partners, who have gone through several UN GCNG processes and events, and who have identified sustainability plans and standards, but NOT implemented them
- Partners, who have gone through several UN GCNG processes and events, but who have not yet identified sustainability plans and standards, and who are not working systematically with sustainability.

Gender Responsive Approach – ensure balance in genders and experience

As highlighted in our proposal, our data analysis, conclusions and recommendations will include explicit analysis related to gender equality outcomes stemming from the UN GCNG work as well as any gaps, we will therefore ensure that there is a gender-balanced representation of stakeholder groups invited to take part in the evaluation process, and that gender representation is viewed not only from a binary perspective but is based on an intersectional understanding.

6.5 Annex 5. List of Focus Groups, Story-telling workshop and Participants

We have solicited from UN GCNG, organisations and persons to take part in Focus Group Discussions and a Story telling workshop as per the following criteria:

- **3 Focus Group Discussions:**
 - Business members (on-site in Tbilisi)
 - CSOs & Media (on-site in Tbilisi)
 - Government representatives from relevant offices (online³¹)
 - General public (?)

- **Story telling workshop** we will carry out as a Mixed-group event including UN GCNG members who have a longer history with them from:
 - Business sector
 - CSO / NGO sector
 - Academia
 - Media – maybe

³¹ It is our experience and assumption that Government representatives can be hard to get for longer meetings on-site.

6.6. Annex 6. Evaluation Tools

6.6.1 Annex 6A. Interview Guides

The interview guides have been prepared mindful of the Evaluation Matrix in Section 3. Numbering in the individual interview guide refers to the Evaluation Questions in the Evaluation Matrix, Section 3. Furthermore, the grey-shading of parts of some of the questions in the guides is meant for us to reflect whether – and with which wording – the shaded section should be used during the data collection with particular groups/individuals. During our evaluation work in Georgia, both team members have access to all interview guides and will adapt terminology and the ways questions are asked to the actual interviewees / groups met.

The below interview guides are directed at:

0. Generic – with all questions
1. The Embassy of Sweden
2. UN GCNG
3. UN GCNG Business members and partners
4. UN GCNG NGO members and partners
5. UN GCNG Academia members and partners
6. UN GCNG Government members and partners
7. Partners and donors engaging in activities complementary to those Sida-supported of UN GCNG
8. Communities in general (indirect target group – Media’s general effect???)

Key Informant Interview 1 – Interview guide – Embassy of Sweden		
Criteria	Themes, questions	Notes
Relevance	- To what extent are the UN GCGN's - mission, - objectives, - strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation? - To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours? - To what extent is the UN GCNG following Local Network Quality Standards? - To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for its activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia? - How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?	
Coherence	How well does the intervention fit with other interventions in the country?	
Effectiveness	- To what extent did UN GCNG's work contribute to: - the change in behaviours and relationships, if any, in private sector? (not specific) - the increase, if any, in multi-stakeholder engagement for SDGs implementation? - the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...)	
	- To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: - understanding of corporate sustainability - understanding of their role in the achievement of Agenda 2030 - individual dedication to sustainability - systems for and/or ways of working with sustainability internally - application of relevant sustainability standards (UN GC 10 principles) - transparency - non-financial reporting	

Key Informant Interview 1 – Interview guide – Embassy of Sweden		
Criteria	Themes, questions	Notes
	9. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 10. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 11. To what extent has the UN GCNG's applied the Lead and Shape areas, including gender equality and women's economic empowerment? 12. Overall, to what extent has the UN GCNG's contributed to the achievement of intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately U, Highly U)</i>	
Efficiency	13. To what extent did the assumptions for the change processes from outputs to outcomes hold? (*also effectiveness) 14. How effectively have the technical, time and financial resources been used for the achievement of UN GCNG outputs and outcomes? What are the challenges and opportunities for improvement? a) To what extent was the implementation of UN GCNG activities compliant with original plan? What were the reasons for deviations and for having two cost-extensions? Were there any impacts on planned outputs and outcomes? b) To what extent did the political, social, institutional context change, if at all, and how did it affect the implementation of UN GCNG's activities? c) What were, if any, the adaptive management measures planned and implemented in response? d) How were risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well are the UN GCNG's activities monitored? g) How well are the UN GCNG's results and lessons learnt documented? h) To what extent did the UN GCNG leverage its funds with other organisations? To what extent partnerships/synergies were established with similar initiatives? i) To what extent did UN GCNG utilise/build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	
Impact	15. What is the likelihood of impact?	
Sustainability	16. How sustainable are the results produced by the UN GCNG? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the UN GCNG's planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	

Key Informant Interview 1 – Interview guide – Embassy of Sweden		
Criteria	Themes, questions	Notes
Lessons learnt		
Other questions		
Recommendations		

Key Informant Interview 2 – Interview guide – UN GCNG		
Criteria	Themes, questions	Notes
Relevance	- To what extent are the UN GCGN's - mission, - objectives, - strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation? - To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours? - To what extent is the UN GCNG following Local Network Quality Standards? - To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for the UN GCNG activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia? - How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?	
Coherence	How well does the intervention fit with other interventions in the country?	
Effectiveness	- To what extent did UN GCNG's work contributed to the achievement of expected results, namely, to: - the change in behaviours and relationships, if any, in private sector? (not specific) - the increase, if any, in multi-stakeholder engagement for SDGs implementation? - the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...) - To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: - understanding of corporate sustainability - understanding of their role in the achievement of Agenda 2030 - individual dedication to sustainability - systems for and/or ways of working with sustainability internally - application of relevant sustainability standards (UN GC 10 principles) - transparency - non-financial reporting	

Key Informant Interview 2 – Interview guide – UN GCNG		
Criteria	Themes, questions	Notes
	9. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 10. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 11. To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment? 12. Overall, to what extent has UN GCNG contributed to the achievement of intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately Unsatisfactory, Highly Unsatisfactory)</i>	
Efficiency	13. How effectively have the technical, time and financial resources been used for the achievement of UN GCNG's outputs and outcomes? What are the challenges and opportunities for improvement? a) To what extent was the implementation of activities compliant with the original plan? What were the reasons for deviations and for having two cost-extensions? Were there any impacts on planned outputs and outcomes? b) To what extent did the political, social, institutional context change, if at all, and how did it affect the implementation? c) What were, if any, the adaptive management measures planned and implemented in response? d) How were risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well was the UN GCNG work monitored? g) How well were the results and lessons learnt documented and reported? h) To what extent did UN GCNG leverage its funds with other organisations? To what extent partnerships/synergies were established with similar initiatives? i) To what extent did the UN GCNG utilise/build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	
Impact	14. What is the likelihood of impact?	
Sustainability	15. How sustainable are the results produced by UN GCNG? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	

Key Informant Interview 2 – Interview guide – UN GCNG		
Criteria	Themes, questions	Notes
Lessons learnt		
Other questions		
Recommendations		

Key Informant Interview		
3 – Interview guide – UN GCNG Business partners		
Criteria	Themes, questions	Notes
Relevance	1. To what extent are the UN GCGN's a) mission, b) objectives, c) strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation? 2. To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours? 3. To what extent is the UN GCNG following Local Network Quality Standards? 4. To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for the activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia? 5. How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?	
	6. How well does the intervention fit with other interventions in the country?	
Coherence		
Effectiveness	7. To what extent did UN GCNG's work contribute to the achievement of results, namely, to: a. the change in behaviours and relationships, if any, in private sector? (not specific) b. the increase, if any, in multi-stakeholder engagement for SDGs implementation? c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...)	
	8. To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: a) understanding of corporate sustainability b) understanding of their role in the achievement of Agenda 2030 c) individual dedication to sustainability d) systems for and/or ways of working with sustainability internally e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting	
	9. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 10. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 12. To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment?	

Key Informant Interview		
3 – Interview guide – UN GCNG Business partners		
Criteria	Themes, questions	Notes
Efficiency	13. To what extent did the assumptions for the change processes hold? 14. How effectively have the technical, time and financial resources been used for the achievement of UN GCNG results? What are the challenges and opportunity/ies for improvement? a) To what extent was the implementation of activities compliant with the original plan? What were the reasons for deviations and for having two cost-extensions? Were there any impacts on planned outputs and outcomes? b) To what extent did the political, social, institutional context change, if at all, and how did it affect the implementation? c) What were, if any, the adaptive management measures planned and implemented in response? d) How well were the risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well was the UN G monitored? g) How well were the results and lessons learnt documented and reported? h) To what extent did the UN GCNG leverage its funds with other organisations? To what extent partnerships/synergies were established with similar initiatives? i) To what extent did UN GCNG utilise/build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	
Impact	15. What is the likelihood of impact?	
Sustainability	16. How sustainable are the results produced by UN GCNG? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	
Lessons learnt		
Other questions		
Recommendations		

Key Informant Interview		
4 – Interview guide – UN GCNG NGO members and partners		
Criteria	Themes, questions	Notes
Relevance	1. To what extent are the UN GCGN's a) mission, b) objectives, c) strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation?	
	2. To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours?	
	3. To what extent is the UN GCNG following Local Network Quality Standards?	
	4. To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for the activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia?	
	5. How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?	
Coherence	6. How well does the intervention fit with other interventions in the country?	
Effectiveness	7. To what extent did UN GCNG's work create results, namely, towards: a. the change in behaviours and relationships, if any, in private sector? (not specific) b. the increase, if any, in multi-stakeholder engagement for SDGs implementation? c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...)	
	8. To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: a) understanding of corporate sustainability b) understanding of their role in the achievement of Agenda 2030 c) individual dedication to sustainability d) systems for and/or ways of working with sustainability internally e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting	

Key Informant Interview		
4 – Interview guide – UN GCNG NGO members and partners		
Criteria	Themes, questions	Notes
	9. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 19. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 11. To what extent has UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment? 12. Overall, to what extent has UN GCNG under evaluation contributed to the achievement of intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately U, Highly U)</i>	
Efficiency	13. To what extent did the assumptions for the change processes from outputs to outcomes hold? (*also effectiveness) 14. How effectively have the technical, time and financial resources been used for the achievement of outputs and outcomes? What are the challenges and opportunities for improvement? a) To what extent was the implementation of activities compliant with the original plan? What were the reasons for deviations and for having two cost-extensions? Were there any impacts on planned outputs and outcomes? b) To what extent did the political, social, institutional context change, if at all, and how did it affect the implementation? c) What were, if any, the adaptive management measures planned and implemented in response? d) How were risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well was the UN GCNG work monitored? g) How well were the results and lessons learnt documented and reported? h) To what extent did UN GCNG leverage its funds with other organisations? To what extent partnerships/synergies were established with similar initiatives? i) To what extent did UN GCNG utilise/build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	
Impact	15. What is the likelihood of impact?	
Sustainability	16. How sustainable are the results produced by UN GCNG? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	

Key Informant Interview 4 – Interview guide – UN GCNG NGO members and partners		
Criteria	Themes, questions	Notes
Lessons learnt		
Other questions		
Recommendations		

Key Informant Interview		
5 – Interview guide – UN GCNG Academia members and partners		
Criteria	Themes, questions	Notes
Relevance	1. To what extent are the UN GCGN's a) mission, b) objectives, c) strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation?	
	2. To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours?	
	3. To what extent is the UN GCNG following Local Network Quality Standards?	
	4. To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for the activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia?	
	5. How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?	
Coherence	6. How well does the intervention fit with other interventions in the country?	
Effectiveness	7. To what extent did UN GCNG's work contribute to the achievement of results, namely, to: a. the change in behaviours and relationships, if any, in private sector? (not specific) b. the increase, if any, in multi-stakeholder engagement for SDGs implementation? c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...)	
	8. To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: a) understanding of corporate sustainability b) understanding of their role in the achievement of Agenda 2030 c) individual dedication to sustainability d) systems for and/or ways of working with sustainability internally e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting	

Key Informant Interview		
5 – Interview guide – UN GCNG Academia members and partners		
Criteria	Themes, questions	Notes
	9. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 10. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 11. To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment? 12. Overall, to what extent has the UN GCNG under evaluation achieved the intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately U, Highly U)</i>	
Efficiency	13. To what extent did the assumptions for the change processes from outputs to outcomes hold? (*also effectiveness) 14. How effectively have the technical, time and financial resources been used for the achievement of outputs and outcomes? What are the challenges and opportunities for improvement? a) To what extent was the implementation of activities compliant with the original plan? What were the reasons for deviations and for having two cost-extensions? Were there any impacts on planned outputs and outcomes? b) To what extent did the political, social, institutional context change, if at all, and how did it affect the implementation? c) What were, if any, the adaptive management measures planned and implemented in response? d) How were risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well was the UN GCNG work monitored? g) How well were the results and lessons learnt documented and reported? h) To what extent did the UN GCNG leverage its funds with other organisations? To what extent partnerships/synergies were established with similar initiatives? i) To what extent did the UN GCNG utilise/build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	
Impact	15. What is the likelihood of impact?	
Sustainability	16. How sustainable are the results produced by UN GCNG? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	

Key Informant Interview 5 – Interview guide – UN GCNG Academia members and partners		
Criteria	Themes, questions	Notes
Lessons learnt		
Other questions		
Recommendations		

Key Informant Interview		
6 – Interview guide – UN GCNG Government Partners		
Criteria	Themes, questions	Notes
Relevance	- To what extent are the UN GCGN's - mission, - objectives, - strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation? - To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours? - To what extent is the UN GCNG following Local Network Quality Standards? - To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for the activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia? - How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?	
Coherence	How well does the intervention fit with other interventions in the country?	
Effectiveness	- To what extent did UN GCNG's work contribute to the achievement of results, namely, to: - the change in behaviours and relationships, if any, in private sector? (not specific) - the increase, if any, in multi-stakeholder engagement for SDGs implementation? - the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...)	
	- To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: - understanding of corporate sustainability - understanding of their role in the achievement of Agenda 2030 - individual dedication to sustainability - systems for and/or ways of working with sustainability internally - application of relevant sustainability standards (UN GC 10 principles) - transparency - non-financial reporting	
	- What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? - To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? - To what extent has UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment? - Overall, to what extent has UN GCNG under evaluation contributed to the achievement of intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately U, Highly U)</i>	

Key Informant Interview 6 – Interview guide – UN GCNG Government Partners		
Criteria	Themes, questions	Notes
Efficiency (depends upon how close the working relation is)	13. To what extent did the assumptions for the change processes from outputs to outcomes hold? (*also effectiveness) 14. How effectively have the technical, time and financial resources been used for the achievement of outputs and outcomes? What are the challenges and opportunities for improvement? a) To what extent was the implementation of activities compliant with the original plan? What were the reasons for deviations and for having two cost-extensions? Were there any impacts on planned outputs and outcomes? b) To what extent did the political, social, institutional context change, if at all, and how did it affect the implementation? c) What were, if any, the adaptive management measures planned and implemented in response? d) How were risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well was the UN GCNG work monitored? g) How well were the results and lessons learnt documented and reported? h) To what extent did the UN GCNG leverage its funds with other organisations? To what extent partnerships/synergies were established with similar initiatives? i) To what extent did the UN GCNG utilise/build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	
Impact	15. What is the likelihood of impact?	
Sustainability	16. How sustainable are the results produced by UN GCNG? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	
Lessons learnt		
Other questions		
Recommendations		

Key Informant Interview 7 – Interview guide – UN GCNG Partners and donors engaging in activities complementary to those Sida-supported of UN GCNG		
Criteria	Themes, questions	Notes
Relevance	- To what extent are the UN GCGN's - mission, - objectives, - strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation? - To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours? - To what extent is the UN GCNG following Local Network Quality Standards? - To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for the activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia? - How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?	
Coherence	How well does the intervention fit with other interventions in the country?	
Effectiveness	- To what extent did UN GCNG's work contribute to the achievement of results, namely, to: - the change in behaviours and relationships, if any, in private sector? (not specific) - the increase, if any, in multi-stakeholder engagement for SDGs implementation? - the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...)	
	- To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: - understanding of corporate sustainability - understanding of their role in the achievement of Agenda 2030 - individual dedication to sustainability - systems for and/or ways of working with sustainability internally - application of relevant sustainability standards (UN GC 10 principles) - transparency - non-financial reporting	

Key Informant Interview 7 – Interview guide – UN GCNG Partners and donors engaging in activities complementary to those Sida-supported of UN GCNG		
Criteria	Themes, questions	Notes
	9. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 10. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 11. To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment? 12. Overall, to what extent has the UN GCNG under evaluation contributed to the achievement of intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately Unsatisfactory, Highly Unsatisfactory)</i>	
Efficiency	13. To what extent did the assumptions for the change processes hold? 14. How effectively have the technical, time and financial resources been used for the achievement of outputs and outcomes? What are the challenges and opportunities for improvement? a) To what extent was the implementation of activities compliant with the original plan? What were the reasons for deviations and for having two cost-extensions? Were there any impacts on planned outputs and outcomes? b) To what extent did the political, social, institutional context change, if at all, and how did it affect the implementation? c) What were, if any, the adaptive management measures planned and implemented in response? d) How were risks managed? e) How effectively was the budget managed for carrying out the planned activities? How sufficient was it? f) How well was the UN GCNG monitored? g) How well were the results and lessons learnt documented and reported? h) To what extent did the UN GCNG leverage its funds with other organisations? To what extent partnerships/synergies were established with similar initiatives? i) To what extent did the UN GCNG utilise/build on existing platforms, information and communication channels, networks, similar initiatives? If yes, how did they influence the delivery of results?	
Impact	15. What is the likelihood of impact?	
Sustainability	16. How sustainable are the results produced? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	

Key Informant Interview 7 – Interview guide – UN GCNG Partners and donors engaging in activities complementary to those Sida-supported of UN GCNG		
Criteria	Themes, questions	Notes
Lessons learnt		
Other questions		
Recommendations		

Key Informant Interview		
8 – Interview guide – Communities in general (indirect target group – Media's general effect)		
Criteria	Themes, questions	Notes
Relevance	1. How relevant (and sufficient?) are various avenues for bringing multiple stakeholders together for the promotion of Agenda 2030?	
Coherence	2. How well does the intervention fit with other interventions in the country?	
Effectiveness	3. To what extent did UN GCNG's work contribute to the achievement of results, namely, to: a. the change in behaviours and relationships, if any, in private sector? (not specific) b. the increase, if any, in multi-stakeholder engagement for SDGs implementation? c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...)	
	4. To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: a) understanding of corporate sustainability b) understanding of their role in the achievement of Agenda 2030 c) individual dedication to sustainability d) systems for and/or ways of working with sustainability internally e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting	
	5. To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment?	
Impact	6. What is the likelihood of impact?	

6.6.2 Annex 6B. Focus Group Discussion Guides

- **4 Focus Group Discussions:**
 - Business members (on-site in Tbilisi)
 - CSOs & Media (on-site in Tbilisi)
 - Government representatives from relevant offices (online³²)
 - General public
- **Story telling workshop** we will carry out as a Mixed-group event including UN GCNG members who have a longer history with them from:
 - Business sector
 - CSO / NGO sector
 - Academia
 - Media – maybe

FOCUS GROUP DISCUSSIONS Interview guide – Business members (on-site in Tbilisi)		
Criteria	Themes, questions	Notes
Relevance	1. To what extent are the UN GCGN's a) mission, b) objectives, c) strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation? 4. To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours? 5. To what extent is the UN GCNG following Local Network Quality Standards? 6. To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for the UN GCNG activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia?	

³² It is our experience and assumption that Government representatives can be hard to get for longer meetings on-site.

FOCUS GROUP DISCUSSIONS Interview guide – Business members (on-site in Tbilisi)		
Criteria	Themes, questions	Notes
Effectiveness	9. To what extent did UN GCNG's work contributed to the achievement of its expected results, namely, to: a. the change in behaviours and relationships, if any, in private sector? (not specific) b. the increase, if any, in multi-stakeholder engagement for SDGs implementation? c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships arounds SDGs, development of relevant action plans, ...) 10. To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: 2. a) understanding of corporate sustainability 3. b) understanding of their role in the achievement of Agenda 2030 4. c) individual dedication to sustainability 5. d) systems for and/or ways of working with sustainability internally 6. e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting 11. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 12. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 13. To what extent and how has the platform and its members been able to influence non-platform members to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda? 14. To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment? 15. Overall, to what extent has UN GCNG contributed to the achievement of intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately Unsatisfactory, Highly Unsatisfactory)</i>	
Sustainability	18. How sustainable are the results produced by the UN GCNG? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/sustainability of results)? What are challenges to sustainability & opportunities for improvement?	
Lessons learnt		
Other questions		

FOCUS GROUP DISCUSSIONS Interview guide – Business members (on-site in Tbilisi)		
Criteria	Themes, questions	Notes
Recommendations		

FOCUS GROUP DISCUSSIONS Interview guide – partner CSOs & Media (on-site in Tbilisi)		
Criteria	Themes, questions	Notes
Relevance	1. To what extent are the UN GCGN's a) mission, b) objectives, c) strategy / approaches relevant for the promotion of responsible and sustainable business conduct, and for engaging private sector in 2030 Agenda implementation? 4. To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours? 5. To what extent is the UN GCNG following Local Network Quality Standards? 6. To what extent are UN GCNG's existing capacities (e.g. staff availability and expertise, financial resources) relevant for the activities, specifically, for bringing multiple stakeholders together to influence Agenda 2030 implementation in Georgia?	

FOCUS GROUP DISCUSSIONS Interview guide – partner CSOs & Media (on-site in Tbilisi)		
Criteria	Themes, questions	Notes
Effectiveness	9. To what extent did UN GCNG's work contribute to the achievement of results, namely: a. the change in behaviours and relationships, if any, in private sector? (not specific) b. the increase, if any, in multi-stakeholder engagement for SDGs implementation? c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partnerships around SDGs, development of relevant action plans, ...) 10. To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: a) understanding of corporate sustainability b) understanding of their role in the achievement of Agenda 2030 c) individual dedication to sustainability d) systems for and/or ways of working with sustainability internally e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting 11. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 12. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 13. To what extent and how has the platform and its members been able to influence non-platform members to acknowledge and embrace the private sector's role for sustainable development and implementation of the 2030 Agenda? 14. To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women's economic empowerment? 15. Overall, to what extent has UN GCNG under evaluation contributed to the achievement of intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately U, Highly U)</i>	
Sustainability	18. How sustainable are the results produced? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/ sustainability of results)? What are challenges to sustainability & opportunities for improvement?	

FOCUS GROUP DISCUSSIONS Interview guide – partner CSOs & Media (on-site in Tbilisi)		
Criteria	Themes, questions	Notes
Lessons learnt		
Other questions		
Recommendations		

FOCUS GROUP DISCUSSIONS Interview guide – General Public Questions good – but need to be adjusted to the actual group of ‘public’		
Criteria	Themes, questions	Notes
Effectiveness	9. To what extent did UN GCNG’s work contribute to the achievement of results, namely, to: a. the change in behaviours and relationships, if any, in private sector? (not specific) b. the increase, if any, in multi-stakeholder engagement for SDGs implementation? c. the enhancement of capacities of state officials, businesses and other relevant stakeholders, contributing to their increased collaboration and coordination around Agenda 2030 (i.e. increase in public-private partner-ships around SDGs, development of relevant action plans, ...) 10. To what extent have the following factors been improved/changed among the private sector representatives as a result of their involvement with UN GCNG platform/activities: a) understanding of corporate sustainability b) understanding of their role in the achievement of Agenda 2030 c) individual dedication to sustainability d) systems for and/or ways of working with sustainability internally e) application of relevant sustainability standards (UN GC 10 principles) f) transparency g) non-financial reporting 11. What was the role of academia, media, governmental and non-governmental actors, cooperating with GCNG, in bringing about the above changes? 12. To what extent has the enabling environment been improved for the promotion of Corporate Sustainability? 13. To what extent and how has the platform and its members been able to influence non-platform members to acknowledge and embrace the private sector’s role for sustainable development and implementation of the 2030 Agenda? 14. To what extent has the UN GCNG applied the Lead and Shape areas, including gender equality and women’s economic empowerment? 15. Overall, to what extent has the UN GCNG under evaluation contributed to the achievement of intended outcomes? What were the facilitating and hindering factors? <i>A rating scale can be introduced to provide an overall rating of achievement of outcomes (e.g. Highly Satisfactory, Satisfactory, Moderately Satisfactory, Unsatisfactory, Moderately U, Highly U)</i>	
Sustainability	18. How sustainable are the results produced? What are the prospects for sustainability of UN GCNG operations? To what extent did the relevant stakeholders, including women, participate in the planning and implementation processes (for ensuring ownership/ sustainability of results)? What are challenges to sustainability & opportunities for improvement?	
Lessons learnt		

FOCUS GROUP DISCUSSIONS Interview guide – General Public Questions good – but need to be adjusted to the actual group of ‘public’		
Criteria	Themes, questions	Notes
Other questions		
Recommendations		

Story telling workshop (STW) we will carry out as a Mixed-group event including UN GCNG members who have a longer history with them from:

- Business sector
- CSO / NGO sector
- Academia
- Media – maybe

Story Telling Workshop Interview guide – mixed partners		
Criteria	Themes, questions	Notes
Getting to know	1. How did you get to know about / get in contact with the UN GCNG / CiDA? 2. How would you describe their role in Georgia in general, for your organisation in particular? 3. Had / was something similar going on already? What? 4. How would you describe UN GCNG in comparison to that? 5. How would you describe UN GCNG's impact on values and behaviours in general? 6. What role has UN GCNG had in the life of your organisation?	
Challenge to be addressed?	7. In your view and experience, what was the challenge that UN GCNG was created to meet / counter / alleviate / address?	
Has it generated change?	8. How do you see the role of the context in Georgia for the way the UN GCNG has unfolded /developed? 9. What are some of the results, changes and potential longer-term impact you have seen? 10. What is the added value brought by UN GCNG in achieving the change seen?? 11. Which groups in Georgia have further amplified the effect of UN GCNG? 12. Have you noticed any effect on gender equality and women's economic empowerment? Which? 13. Any negative consequences? 14. What do you see to be the reasons for those? 15. Other significant factors to highlight	
Sustainability	18. How sustainable are the results produced? What are the prospects for sustainability of UN GCNG operations? What are challenges to sustainability & opportunities for improvement?	
Lessons learnt		

6.6.3 Annex 6C. UN GCNG Team Self-Assessment Questionnaire

This questionnaire has been designed to assess UN GCNG's performance and gather information for future improvement. The questionnaire is to be completed by 21st April, 2023, by the GCNG team. It is highly recommended to complete the questionnaire in a collaborative manner, with the active involvement of key staff members from the GCNG. In case different staff members work on different sections of the questionnaire, it would be desirable for senior management to review it before sending it to the evaluation team.

Questionnaire Structure: The questionnaire is structured to answer questions related to the evaluation criteria. Some questions ask for specific data and information, while others require management to provide their views and assessments of certain aspects of their capacities and obtained results, efficiency, and sustainability. The questions in the questionnaire have different formats, including closed-ended questions, ordering, rating questions, and a limited number of open-ended questions. The questionnaire in this annex is in portrait layout to save space. However, GCNG is expected to complete the questionnaire in landscape layout, which offers more space to provide answers.

Benefits: The questionnaire will enable the evaluation team to capture the key performance data in a consolidated form, ensuring that no essential data or information source is missed during the evaluation process. Additionally, it will serve as a snapshot of the UN GCNG team's capacities (the completed questionnaire will be included in the annexes of the final evaluation report).

The information provided by the UN GCNG in this questionnaire will be further validated by the evaluation team. This validation process will involve asking for sources and evidence, reviewing the evidence, and conducting in-depth interviews with the UN GCNG staff members to ensure the accuracy and completeness of the information provided. We want all informants / UN GCNG team members to feel free: you share the information you have, based on the experience you have. The results of the survey will be shared and validated / discussed, together. It is in no way a test – just a way to get to the core of where you are and how to move forward in the best possible way.

Questions		Answers	
COHERENCE			
1 Between 2018 and 2023, with which organisations or initiatives did the UN GCNG collaborate with for the achievement of its objectives?	a. Organisations with similar objectives:		
	b. Projects (incl. GCNG projects) with similar objectives:		
	c. Government programmes and initiatives		
	Other (please specify) ____		
RELEVANCE			
2 Which CIDA projects were relevant to the UN GCNG's current mission and objectives? (relevance of experience)			
3 On a 10-point scale where 1 is not at all relevant and 10 is the most relevant, To what extent:	a. ... was CIDA's experience relevant to the UN GCNG's current mission and objectives ³³ ?		
	b. ... are UN GCNG strategies/ approaches relevant for the promotion of responsible and sustainable business conduct?		
	c. ... are the GCNG strategies/approaches relevant for engaging private sector in SDGs implementation?		
	d. ... are the GCNG strategies/approaches relevant for fostering multistakeholder collaboration/partnership for sustainable development?		
4 On a 10-point scale, 1 = the lowest extent, 10 = the highest extent: To what extent is the UN GCNG in alignment with the UNGC Way values and behaviours (integrity, respect for diversity, professionalism)?			
5 Does the UN GCNG fully conform with the quality standards set by the UNGC for local networks? If not, please explain how it diverges from those standards?			
6 On a 10-point scale where 1 is the lowest extent and 10 is the highest extent, To what extent:	a. ...have the technical capacities of UN GCNG staff members over the last four years been relevant for achieving the organisation's objectives?		
	d. ...have the engagement platforms offered by the UN GCNG over the last four years been relevant to achieve its objectives?		
EFFECTIVENESS			
7 On a 10-point scale 1=no change, 10=desired change ³⁴ To what extent have the following factors	a. National policies facilitating businesses engagement in SDGs implementation (please also specify the exact policies)	Rating:	Which ones?
	b. National policies around BHR	Rating:	Which ones?
	c. National policies around corporate sustainability	Rating:	Which ones?

³³ In what ways was CIDA's experience relevant to the LSDG project and its goals? – to be answered during interviews

³⁴ Considering the four-year timeframe since Nov'2018

improved, if at all, during 2018-2023? <i>(please indicate if any of those factors have worsened)</i>	Gov. capacities to implement BHR obligations	
	d. Understanding of corporate sustainability by businesses ³⁵	
	e. Understanding of their role in SDGs implementation	
	f. Motivation/dedication of businesses to CS and/or to adopt sustainable practices	
	g. Ability of businesses to develop corporate sustainability plans and set up sustainability targets	
	h. Adoption of CS practices by companies	
	i. Improving performance on at least one UNGC principles (out of 10), e.g. transparency, non-financial reporting	
	g. Businesses involvement in SDG's implementation	
	k. Public-private partnerships	
	l. Businesses collaboration with CSOs	
	m. CSOs push for businesses (in general) sustainability	
	n. Media coverage of CS and BHR issues	
	o. Access to CS and other relevant information and tools by different stakeholders	
	p. Other (please specify)	
8 On a 10-point scale, 1=no contribution, 10=significant contribution To what extent have each of the following types of organisations contributed to the changes listed in the previous question?	a.UN GCNG	
	b.UN GCNG partner agencies	
	c.Other NGOs / Associations	
	d.Academia	
	e.Media	
	f.Business sector	
	g. Government	
9 On a 10-point scale, 1=no willingness, 10=most willing How would you rate the willingness of the following organisations (those working on related issues) to cooperate with the UN GCNG over the project period?	a.Government	
	b.Corporations/big businesses	
	c.SMEs	
	d.NGOs	
	e.Media	
10 In the answers column, please order the	Public officials capacity building through trainings/workshops	

³⁵ Clarification: Please note that for the rest of this question, unless otherwise noted, we are using the term "businesses" to refer to the ones you have collaborated with.

following GCNG initiatives/interventions by their effectiveness in enabling the government fulfill its responsibilities with regards to BHR obligations and SDGs implementation (most eff. No1, then less effective No2, etc.)	Public officials participation in conferences at a global level	
	Study trips (if any)	
	Assisting the government with policy and/or other documents preparation	
	Assisting the government with holding stakeholder consultations	
	Other (please specify) ____	
	Other (please specify) ____	
11 In the answers column, please order the following GCNG initiatives/interventions by their effectiveness in gauging the change in business behaviors, starting with the most effective (most eff. No1, then less effective No2, etc.)	1. Target Gender Equality Accelerator Programme	
	2. SDG Ambition Accelerator Programme	
	3. Business and Human Rights Accelerator Programme	
	4. Climate Ambition Accelerator Programme	
	5. SDG Innovation Accelerator for Young Professionals	
	6. Peer Learning Groups	
	7. Business for Equality platform	
	8. Labour Rights and Decent Work platform	
	9. Green Solutions for Responsible Business platform	
	10. Corporate Sustainability Academy	
	11. Partnership project(s)	
	12. Thematic discussions / Working groups on government policy making	
	13. Workshops / Trainings	
	14. Study tour(s)	
	15. Conferences	
	16. Public dialogue	
	17. Individual mentorship / consulting	
	18. Masterclasses with International experts	
	19. Corporate responsibility award	
	20. SDG Pioneers global initiative	
	21. "Idealab" global initiative	
	22. Leaders Submit initiative	
12 On a scale of 1 to 10, please evaluate your relevant staff members' proficiency in the following areas, where 1 represents significant potential for improvement and 10	Generate, consolidate, use and share knowledge and information	
	Identify and document lessons learnt	
	Engage relevant individuals and organisations constructively and facilitate partnerships among them	
	Lead and Shape areas in Business and Human Rights framework, Responsibility to Respect, Due Diligence approach	
	Lead and Shape areas in Gender Equality and Women's Economic Empowerment	

represents outstanding expertise:	Lead and Shape areas in promoting decent work in accordance with the ILO standards	
	Lead and Shape areas in promotion of sustainable waste management, and circular economy, incl. EPR	
	Lead and Shape areas in fighting the climate change	
	Lead and Shape areas in Promoting business integrity and anti-corruption	
	Other (please specify) ____	
	Other (please specify) ____	
13 Please indicate your level of agreement with the following statements on project/organisation management: 1=Strongly disagree 2=Disagree 3=Somewhat disagree 4=Somewhat agree 5=Agree 6=Strongly agree	GCNG follows all the clauses/requirements specified in the agreement with SIDA	
	GCNG conducts formal staff performance reviews and documents the reviews	
	GCNG identifies capacity needs constraints of its staff members	
	GCNG addresses capacity gaps of its staff members	
	GCNG documents the results of all important meetings, discussions, trainings, workshops	
	GCNG involves relevant stakeholders in the design of its interventions	
	GCNG encourages women's participation in its interventions	
	GCNG regularly identifies potential risks to its operations and proposes mitigation measures	
	Gender disaggregated results are available for indicators, where applicable	
	Case studies are available for successful cases/results	
All important lessons are identified and documented		
EFFICIENCY		
14	On a 10-point scale, 1=least effectively, 10=the most effectively: How effectively have the UN GCNG's technical, time and financial resources been used for the achievement of its objectives?	
15	What are the challenges?	
16	What are the areas for improvement?	
17	On a 10-point scale where 1 is the lowest extent and 10 is the highest extent To what extent:	...was the implementation of UN GCNG's activities compliant with its plans (if such exist)?
		...was the available budget spent as planned?
		...did the political/institutional context change, if at all?
		...did the social context change, if at all?
		...did the economic context change, if at all?
		...did the UN GCNG leverage its activities/resources with other organisations/initiatives?
SUSTAINABILITY		
18	On a 10-point scale where 1 is the lowest	...are the UN GCNG operations under its objectives sustainable?
		...are the results owned by businesses?

extent and 10 is the ...are the results owned by government agencies?
highest extent
To what extent:

6.6.4 Annex 6D. Online Survey Questionnaires for Un GCNG stakeholders

Introduction to the survey (for respondents)

The UN Global Compact Network Georgia (UN GCNG), formerly known as CIDA, has been supported by SIDA since November 2018 to promote corporate sustainability and encourage businesses to get involved in the implementation of the Sustainable Development Goals (SDGs). As part of the ongoing evaluation of UN GCNG's work, we are conducting a survey to gather your valuable feedback. Your opinion is crucial in helping us advise the implementing agency and Sida on improving similar initiatives in the future.

By participating in this survey, you will help us understand the impact of UN GCNG's activities on its stakeholders and beneficiaries. Your responses will be kept entirely anonymous, and they will be analyzed alongside other beneficiaries' answers.

The survey should take approximately 10-15 minutes to complete. If you have any questions about this survey or need assistance, please contact the independent expert, Nino Partskhaladze, at the following phone number or email address: 599 179 976, ninoparze@gmail.com.

Thank you in advance for your participation.

6.6.4.1. Questionnaire for business representatives

General information	
1	Could you please indicate your gender Female Male
2	How many businesses do you currently own and/or are currently employed by?
3	Could you provide some information on the size of your business(es) at present? (Select as many options as applicable) 1. Large business (>250 employees or >60 mln GEL annual turnover) 2. Medium business (51-250 employees or 12-60 mln GEL annual turnover) 3. Small enterprise (<50 employees or <12 mln GEL annual turnover)
4	Do any of your companies operate internationally and/or are a part of a larger international business? (Select as many options as applicable) Yes, it is part of a larger international business Yes, it operates internationally No
5	In which region(s) does your company operate (in which regions does your company conduct business)? (Select as many options as applicable) 1. All regions (nationwide) 2. The city of Tbilisi 3. Adjara 4. Guria 5. Imereti 6. Kakheti 7. Mtskhe-Mtianeti 8. Rach-Lechkhumi, Kv.Svaneti 9. Samegrelo, Zemo Svaneti 10. Samtskhe Javakheti 11. Kvemo Kartli 12. Shida Kartli

6	What is your role in your company? (Select as many options as applicable)	1. Owner (with >50% shares) 2. Board member 3. Executive, highest ranking official (e.g. CEO, CFO, ...) 4. Manager (e.g. commercial, service manager, head of department) 5. Specialist/Professional (marketing, HR, IT specialist, engineer) 6. Administrative/Support role (e.g. office support personnel)				
7	What economic activities does your business(es) engage in? (Select as many options as applicable)	1. Agriculture, forestry and fishing 2. Mining and Quarrying 3. Manufacturing (e.g. food and other products) 4. Electricity, gas, steam and air conditioning supply 5. Water supply; Sewerage, Waste Management and Remediation Activities 6. Construction 7. Wholesale and retail trade; repair of motor vehicles and motorcycles 8. Transportation and storage 9. Accommodation and food service activities 10. Information and communication 11. Financial and insurance services 12. Real estate activities 13. Professional, scientific and technical activities 14. Administrative and support service activities 15. Education 16. Human health and social work activities 17. Arts, entertainment and recreation 18. Other service activities				
8	Between 2019 and 2023, when did you first collaborate with UN GCNG or participate in their events?	In 2019 In 2020 In 2021 In 2022 In 2023 No cooperation/participation during 2019-2023 >> End				
9	Is your company a current or former member of UN GCNG?	Yes, current member Yes, former member No				
10	Are you a current or former board member of UN GCNG?	Yes, current member Yes, former member No				
Familiarity and use of tools/info products						
11	Have you used any of the following tools introduced/promoted by UN GCNG? a. The global compact self-assessment tool b. Women's Empowerment Principles (WEPs) gender gap analysis tool c. The labour rights self-assessment tool d. Environmental self-assessment tool e. Blueprint for Business Leadership on the SDGs self-assessment tool https://blueprint.unglobalcompact.org f. Other	<table border="0"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td>Yes</td> <td>No</td> </tr> </table>	Yes	No	Yes	No
Yes	No					
Yes	No					
12	Have you consumed any of the UN GCNG media products, if so which ones? (Select as many response options as applicable)	Have not used any >> 17 Radio programs TV programs Spotlight magazine UN GCNG Facebook page UN GCNG webpage corporateaward.ge Other				
13	When was the last time you consumed any of the UN GCNG's media products?	Within the last 3 months Within 4-12 months Over an year ago				

(Select as many response options as applicable)	4. Hands-on exercises 5. Access to best practices 6. Sharing experiences 7. Facilitated sessions/discussions 8. Safe place for discussions 9. Practical advice 10. Advocacy opportunity 11. Networking opportunity 12. Opportunities to form partnerships 13. Opportunity to participate in international events 14. Getting acknowledgement/recognition 15. None Other, please specify _____
20 What aspects of UN GCNG programmes or events have you found to be problematic or unsatisfactory, if any? (Select as many response options as applicable)	1. Insufficient quality of experts/staff members 2. Insufficient time for getting good understanding of main points 3. Inconvenient scheduling 4. Insufficient resources provided 5. Lack of practical exercises/case studies 6. Shared experiences not relevant to us 7. Lack of follow-up support 8. None Other, please specify _____
21 How would you rate your overall experience with the UN GCNG events and programmes on a scale of 1 to 10, with 1 being the least satisfied and 10 being the most satisfied?	_____
22 Are you and/or your company(ies) planning to participate in any future UN GCNG events or programmes?	Yes, planned Yes, if invited No Do not know
Results	
23 Has your company(ies) incorporated any corporate sustainability standards in its operations as a result of your and/or your company's involvement with UN GCNG events/programmes?	Not yet but planning >>25 No need, had them already >>25 Yes, incorporated >>25 Do not know >>25
24 Which of these standards has your company(ies) integrated into its operations, if any? (Select as many response options as applicable)	1. Ten Principles of the UN Global Compact 2. UN Guiding Principles on Business and Human Rights 3. OECD Guidelines for Multinational Enterprises 4. OECD Due Diligence Guidance for Responsible Business 5. ISO 26000 6. GRI 7. Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy 8. Principles on Responsible Investment 9. Women's Empowerment Principles 10. Science Based Targets initiative 11. Other 12. Do not know
25 Please rate the benefits received due to your and/or your company's(ies) engagement in UN GCNG events/programmes on a scale of 1 to 10, where 1 indicates no benefit received, and 10 indicates significant benefit 1. Increased knowledge on CS standards 2. Increased abilities to integrate sustainability and the SDGs into company's business model, strategy, and operations 3. Obtained useful contacts 4. Informed relevant government policy development	Rating from 1to10 _____ _____ _____ _____ _____

	5. Established public-private partnerships in Georgia 6. Established partnerships with other entities 7. Established partnerships internationally 8. Increased access to investments, funding 9. Received recognition in Georgia 10. Received recognition at a global level 11. Improved trust with stakeholders 12. Enhanced visibility and reputation 13. Other, please specify _____	— — — — — — —
26	How would you assess the change in your company's sustainability practices in the last four years, due to its participation in UN Global Compact Network events/programmes (in case of several companies, please assess the most responsible company)? Please select the option that best reflects the extent of change in your company's sustainability practices where 1=worsened, 2=no change, 3=slightly improved, 4=improved 1. My company actively engages with stakeholders, including employees, customers, suppliers, and local communities, and considers their perspectives and concerns in decision-making 2. My company has engaged with stakeholders to identify and assess sustainability risks, challenges, and opportunities 3. My company has established policies and procedures to ensure compliance with the Ten Principles of the UN Global Compact 4. My company has integrated sustainability principle and SDGs into our business model and strategy 5. My company engages in cross-sector, multi-stakeholder collaboration for the achievement of SDGs 6. My company has taken steps to address any negative impacts of our business on human rights, labor, environment, and anti-corruption 7. My company acts in a financially responsible manner, which includes demonstrating transparency and accountability, paying taxes, and avoiding unethical financial practices 8. My company has taken steps to ensure diversity, equity, and inclusion within our organisation and operations 9. My company is promoting and practicing non-discrimination and respecting human rights in operations and supply chains 10. My company has implemented measures to ensure responsible supply chain management and procurement practices 11. My company is committed to minimising our negative environmental impact through the employment of environmentally responsible practices such as energy and water conservation, waste reduction, and pollution prevention 12. My company is assessing and reporting contributions to SDGs 13. My company is transparent about its activities and reports on social, environmental, and economic performance (to the extent applicable) to stakeholders	Rating from 1 to 4 Irrelevant DNK
	Recommendations	

27	How do you suggest UN GCNG could improve the delivery of its interventions? Are there any areas that you believe require change?	_____
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6.6.4.2. Questionnaire for CSO representatives

General information	
1	Could you please indicate your gender Female Male
2	Which category does your organisation fall into? (Select as many response options as applicable) 1. National NGO 2. Local NGO 3. CBO 4. Media organisation 5. Academia/research institution 6. Business Association 7. Other Association 8. Other:
3	Is your organisation a current or former member of UN GCNG? Yes, current member Yes, former member No
4	Are you a current or former board member of UN GCNG? Yes, current member Yes, former member No
5	On a scale of 1 to 10, where 1 represents no involvement and 10 represents significant involvement, how would you rate your organisation's level of involvement in promoting corporate sustainability standards and businesses involvement in SDGs implementation in Georgia? _
6	Between 2019 and 2023, when did you first collaborate with UN GCNG or participate in their events? In 2019 In 2020 In 2021 In 2022 In 2023 No cooperation/participation >> End
Familiarity and use of tools/info products	
7	Have you consumed any of the UN GCNG media products, if so which ones? (Select as many response options as applicable) Have not used any >>17 Radio programmes TV programmes Spotlight magazine UN GCNG Facebook page UN GCNG webpage corporateaward.ge Other
8	When was the last time you consumed any of the UN GCNG's media products? Within the last 3 months Within 4-12 months Over an year ago
9	On a scale of 1 to 10, where 1 is highly dissatisfied, and 10 highly satisfied, how satisfied are you with the following media products offered by UN GCNG,? TV programmes Spotlight magazine UN GCNG Facebook page UN GCNG webpage
10	What changes or improvements would you recommend to UN GCNG's media products? _____
Participation in events / programmes and feedback	

11	Could you please rate the quality of each of the below listed UN GCNG programmes/events, for which you participated in, on a scale of 1 to 10, where 1 represents the least favourable rating and 10 represents the most favourable rating. (Please do not rate, leave the blank space empty if you did not participate): 1. Thematic discussions / Working groups 2. Public dialogue 3. Partnership project(s) 4. Workshops / Trainings 5. Study tour(s) 6. Masterclasses with International experts 7. Conferences 8. Corporate responsibility award 9. Global initiatives/events (e.g. SDG Pioneers, Idealab, leaders Submit, etc.) 10. Other (specify) _____	<table> <tr> <th>Rating from 1 to 10</th> <th>Did not participate</th> </tr> <tr><td>—</td><td>—</td></tr> <tr><td>—</td><td>—</td></tr> <tr><td>—</td><td>—</td></tr> <tr><td>—</td><td>—</td></tr> <tr><td>—</td><td>—</td></tr> <tr><td>—</td><td>—</td></tr> <tr><td>—</td><td>—</td></tr> <tr><td>—</td><td>—</td></tr> <tr><td>—</td><td>—</td></tr> </table>	Rating from 1 to 10	Did not participate	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Rating from 1 to 10	Did not participate																					
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12	When did you last take part in a UN GCNG event or programme?	<table> <tr><td>In 2019</td><td>1</td></tr> <tr><td>In 2020</td><td>2</td></tr> <tr><td>In 2021</td><td>3</td></tr> <tr><td>In 2022</td><td>4</td></tr> <tr><td>In 2023</td><td>5</td></tr> </table>	In 2019	1	In 2020	2	In 2021	3	In 2022	4	In 2023	5										
In 2019	1																					
In 2020	2																					
In 2021	3																					
In 2022	4																					
In 2023	5																					
13	What do you think are the best features of the UN GCNG programmes and events? <i>(Select as many response options as applicable)</i>	1. Quality of experts/staff members 2. Adequate duration of events 3. Shared resources 4. Hands-on exercises 5. Access to best practices 6. Sharing experiences 7. Facilitated sessions/discussions 8. Safe place for discussions 9. Practical advice 10. Advocacy opportunity 11. Networking opportunity 12. Opportunities to form partnerships 13. Opportunity to participate in international events 14. Getting acknowledgement/recognition 15. None Other, please specify _____																				
14	What aspects of UN GCNG programmes or events have you found to be problematic or unsatisfactory, if any? <i>(Select as many response options as applicable)</i>	1. Insufficient quality of experts/staff members 2. Insufficient time for getting good understanding of main points 3. Inconvenient scheduling 4. Insufficient resources provided 5. Lack of practical exercises/case studies 6. Shared experiences not relevant to us 7. Lack of follow-up support 8. None Other, please specify _____																				
15	How would you rate your overall experience with the UN GCNG events and programmes on a scale of 1 to 10, with 1 being the least satisfied and 10 being the most satisfied?	—																				
16	Are you and/or your organisation planning to participate in any future UN GCNG events or programmes, such as corporate award events?	<table> <tr><td>Yes, planned</td><td>1</td></tr> <tr><td>Yes, if invited</td><td>2</td></tr> <tr><td>No</td><td>3</td></tr> <tr><td>Do not know</td><td>4</td></tr> </table>	Yes, planned	1	Yes, if invited	2	No	3	Do not know	4												
Yes, planned	1																					
Yes, if invited	2																					
No	3																					
Do not know	4																					
Results																						
17	Please rate the benefits received due to your and/or your organisation's engagement in UN GCNG																					

events/programmes on a scale of 1 to 10, where 1 indicates no benefit received, and 10 indicates significant benefit: 1. Increased knowledge of CS standards 2. Increased knowledge about the role of businesses in SDGs implementation 3. Increased abilities/possibilities to engage with businesses to promote sustainability and advocate more responsible business practices 4. Increased abilities to promote businesses' involvement in SDGs implementation 5. Informed relevant policy development 6. Obtained useful contacts 7. Strengthened partnerships to promote sustainable development 8. Established partnerships internationally 9. Added new interventions 10. Improved our programmes 11. Increased access to funding a. Other _____	Rating from 1 to 10 — — — — — — — — — — —
Recommendations	
18 How do you suggest UN GCNG could improve the delivery of its interventions? Are there any areas that you believe require change?	_____

6.6.4.3. Questionnaire for government representatives

General information		
1	Could you please indicate your gender	Female Male
2	What type of government institution do you represent?	1. Central government, executive branch 2. Central government, legislative branch 3. Judicial branch 4. Government of Ajara Autonomous Republic 5. Local government
3	On a scale of 1 to 10, where 1 represents no involvement and 10 represents significant involvement, how would you rate your organisation's level of involvement in promoting corporate sustainability standards and businesses involvement in SDGs implementation in Georgia?	-
4	Between 2019 and 2023, when did you first collaborate with UN GCNG or participate in their events?	In 2019 In 2020 In 2021 In 2022 In 2023 No cooperation/participation > > End
Familiarity and use of tools/info products		
5	Have you consumed any of the UN GCNG media products, if so which ones? <i>(Select as many response options as applicable)</i>	Have not used any > > 17 Radio programmes TV programmes Spotlight magazine UN GCNG Facebook page UN GCNG webpage corporateaward.ge Other
6	When was the last time you consumed any of the UN GCNG's media products?	Within the last 3 months Within 4-12 months Over an year ago
7	On a scale of 1 to 10, where 1 is highly dissatisfied, and 10 highly satisfied, how satisfied are you with the following media products offered by UN GCNG? TV programmes Spotlight magazine UN GCNG Facebook page UN GCNG webpage	 _____ _____ _____ _____
8	What changes or improvements would you recommend to UN GCNG's media products?	_____
Participation in events / programmes and feedback		
9	Could you please rate the quality of each of the below listed UN GCNG programmes/evens, for which you participated in, on a scale of 1 to 10, where 1 represents the least favourable rating and 10 represents the most favourable rating. (Please do not rate, leave the blank space empty if you did not participate): 1. Thematic discussions / Working groups 2. Public dialogue 3. Public-private partnership project(s) 4. Workshops / Trainings 5. Conferences	Rating from 1to10 _____ _____ _____ _____ _____

	6. International events 7. Study tour(s) 8. Corporate responsibility award 9. Other (specify) _____	— — — —
10	When did you last take part in a UN GCNG event or programme?	In 2019 In 2020 In 2021 In 2022 In 2023
11	What do you think are the best features of the UN GCNG programmes and events? <i>(Select as many response options as applicable)</i>	1. Quality of experts/staff members 2. Adequate duration of events 3. Shared resources 4. Hands-on exercises 5. Access to best practices 6. Sharing experiences 7. Facilitated sessions/discussions 8. Safe place for discussions 9. Practical advice 10. Advocacy opportunity 11. Networking opportunity 12. Opportunities to form partnerships 13. Opportunity to participate in international events 14. Getting acknowledgement/recognition 15. None Other, please specify _____
12	What aspects of UN GCNG programmes or events have you found to be problematic or unsatisfactory, if any? <i>(Select as many response options as applicable)</i>	1. Insufficient quality of experts/staff members 2. Insufficient time for getting good understanding of main points 3. Inconvenient scheduling 4. Insufficient resources provided 5. Lack of practical exercises/case studies 6. Shared experiences not relevant to us 7. Lack of follow-up support Other, please specify _____
13	How would you rate your overall experience with the UN GCNG events and programmes on a scale of 1 to 10, with 1 being the least satisfied and 10 being the most satisfied?	_____
14	Are you and/or your agency planning to participate in any future UN GCNG events or programmes, such as corporate award events?	Yes, planned 1 Yes, if invited 2 No 3 Do not know 4
Results		
15	Please rate the benefits received due to your and/or your organisation's engagement in UN GCNG events/programmes on a scale of 1 to 10, where 1 indicates no benefit received, and 10 indicates significant benefit: 1. Increased knowledge of CS standards 2. Increased abilities to promote businesses involvement in SDGs implementation 3. Increased abilities/possibilities to engage with businesses to promote sustainability and advocate more responsible business practices 4. Strengthened partnerships for sustainable development 5. Increased abilities to plan relevant measures and policies 6. Improved policies	Rating from 1to10 — — — — — —

7. Obtained useful contacts 8. Other _____	—
Recommendations	
16 How do you suggest UN GCNG could improve the delivery of its interventions? Are there any areas that you believe require change?	_____



End-Term Evaluation UN Global Compact Network Georgia (UN GCNG)

UN Global Compact Network Georgia (UN GCNG) is a non-commercial legal entity established in Georgia that works to advance the UN Global Compact and its principles at the country level. The purpose of this evaluation, commissioned by the Embassy of Sweden in Georgia, was to provide the Embassy and UN GCNG with input to discussions concerning the preparation of a new phase of intervention, and follow up on the baseline evaluation. This evaluation found UN GCNG to be on the path to achieving visible impact in the business, government, academia and media environments in Georgia. UN GCNG's activities, events and approach are found by stakeholders to contribute to change in behaviours and relationships in the private sector and beyond. The Embassy is recommended to continue supporting UN GCNG to strengthen and implement its strategic plan, and support space for a human resource manager. Recommendations to UN GCNG are introduced with recognition of UN GCNG's quality, impressive portfolio and strategic direction and include strengthening the role of the Strategic Plan; document and monitor activities with more detail; and strengthening the administrative systems for efficiency and effectiveness.

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